

UNIVERSITY OF TAMPERE

School of management

**EMPLOYEE MOTIVATION IN PUBLIC SECTOR: EVIDENCE
FROM HO CHI MINH CITY**

Supervisor: Professor Pekka Valkama

Student: Tang MinhTri

April 2016

ACKNOWLEDGEMENTS

First and foremost, I am particularly grateful for the assistance given by Professor Pekka Valkama for the continuous support of my master study and research, for his patience, motivation, enthusiasm, and immense knowledge. I appreciate all his contributions of time, ideas, and funding to make my thesis productive and stimulating.

Next, I take immense pleasure in thanking to Dr. Tran Ha Minh Quan for the kindly help and guidance during my experiments carried out in ISB throughout two-year-course.

Besides, I would like to express my deep love and appreciation to my parents, sister, and my little wife, who always encouraged me with love and spiritually supported me throughout my life. Especially, I am very much thankful to my wife for her love, understanding, and continuing support to complete this research work.

Finally, I wish to express my deep sense of gratitude to my classmates for joy and support through time. My thankfulness would also send to my friends for their sharing to overcome all obstructs in the study-time. My special thanks are extended to everyone who supported and helped me to complete research work directly or indirectly.

ABSTRACT

University of Tampere

School of Management

Author: TANG MINH TRI

Title of the thesis: Employee motivation in public sector: Evidence from Ho Chi Minh City

Master's thesis: 62 pages, 01 appendix

April 2016

Key words: Motivation, Public sector, Public employee, Ho Chi Minh City

Performance of public employees become the most concern in the implementation of innovation in Vietnam recently because bad performance or less motivation are the results getting from almost surveys or researches. While public employees which are considered as the precious resource is the premier factor of innovation in Vietnam, such undesired results indicate that it is necessary to find out the reasons as well as the methods dealing with such problem. Issues relating to motivation have been researched meticulously. Among plenty of researches, choosing the one to apply for public sector in Vietnam requires a wide range of serious concerns including culture and specific environment of Vietnam. At inception, Maslow's Hierarchy of needs is basic source of the thesis. Moreover, in the process of seeking direction for the thesis, Nevis's research about hierarchy of need of Chinese can be considered due to certain compatibility with specific conditions in Ho Chi Minh city where the thesis chosen to study. Based on both on Maslow's Hierarchy of needs and Nevis's Chinese hierarchy of need, this research compares five basic factors affecting to motivation of public employees including social needs, physiological needs, safety needs, esteemed needs, self-actualization needs in order to find out which one is more important than the others. The thesis uses SPSS software to analyze data collecting from the survey of 200 public employees in Ho Chi Minh City. The findings from studying indicate that unlike the Nevis's results about the four-factor model in China or the five-factor model of Maslow in Western countries, the appropriate model for public sector in Ho Chi Minh city concludes six factors and the order of such factors is totally different from the previous researches. Although such findings should be continually researched in different ways, the study attempts to significantly contribute on improving managerial methods of public managers in the innovation process.

Contents

CHAPTER 1: INTRODUCTION.....	1
1.1 Research background- business problem.....	1
1.2 Problem Statement.....	1
1.3 Research objectives - research questions	2
1.4 Structure of the research	3
CHAPTER 2: THEORETICAL FRAMEWORK	4
2.1 Literature review	4
2.1.1 The concept of work motivation	4
2.1.2 The concept of Individualism	5
2.1.3 The concept of Collectivism	5
2.1.4 Theories of motivation	6
2.2 Summary of previous studies and research findings.....	10
2.3 Apply Maslow hierarchy of needs and Chinese's hierarchy of needs (Nevis).....	14
2.4 Hypotheses development	15
2.5 Research framework	17
CHAPTER 3: RESEARCH METHODOLOGY	18
3.1 Process of implementation of research	18
3.2 The research process	18
3.3 Construction of scale, research variables and questionnaires	19
3.4 Research hypothesis	28
3.5 Method of data analysis	29
CHAPTER 4: DATA ANALYSIS.....	32
4.1 Description of model.....	32
4.1.1 Descriptive statistics	32
4.1.2 An overall assessment of the factors in the model of working motivation of employees ...	34
4.2 Assessment results of scale before analysis of EFA	35
4.3. Exploratory Factor Analysis (EFA)	39
4.3.1 Exploratory Factor Analysis for independent factor.....	39
4.3.2 Exploratory Factor Analysis for working motivation of employees.....	42
4.3.3 The adjusted research hypothesis.....	43
4.4 Regression analysis results.....	45
4.4.1 Correlation analysis between the factors	45

4.4.2 Regression analysis between the factors	47
4.4.3 Factor result analysis of influence factors.....	48
4.5 Testing the hypothesis.....	52
4.6 Discussion	55
CHAPTER 5: CONCLUSION AND RECOMMENDATION	57
5.1 Conclusions.....	57
5.2 Recommendations.....	57
5.3 Limitation and further research.....	59
References	61
Appendix	1

List of figures and tables

<i>Figure 1: Maslow's hierarchy of needs</i>	7
<i>Figure 2: Chinese's hierarchy of needs (Nevis)</i>	12
<i>Figure 3: The suggested model</i>	17
<i>Figure 4: Process of implementation of research</i>	18
<i>Figure 5: Research Process</i>	19
<i>Figure 6: Gender of surveyed employees</i>	32
<i>Figure 7: The surveyed employee's education level</i>	33
<i>Figure 8: The statistics of employee's age</i>	33
<i>Figure 9: The statistics of working experience</i>	34
<i>Figure 10: The statistics of type of work</i>	34
<i>Figure 11: The adjusted research hypothesis</i>	44
<i>Figure 12: The distributed graph of the standardized residual part</i>	50
<i>Figure 13: Frequency graph of the standardized parts</i>	51
<i>Figure 14: The Q-Q Plot graph of remainders</i>	52
<i>Table 1: Scale of Physiological needs</i>	20
<i>Table 2: Scale of safety needs</i>	21
<i>Table 3: Scale of social needs</i>	22
<i>Table 4: Scale of Self-esteem needs</i>	23
<i>Table 5: Scale of Self-actualization needs</i>	24
<i>Table 6: Scale of Work Motivation</i>	24
<i>Table 7: Synthetic questionnaire for research models</i>	25
<i>Table 8: The inspection of results of the factors affecting to the working motivation</i>	28
<i>Table 9: Assessment of the individuals for the factors.</i>	35
<i>Table 10: Item-Total Statistics</i>	36
<i>Table 11: Item-Total Statistics</i>	38
<i>Table 12: Statistics of Exploratory Factor Analysis.</i>	39
<i>Table 13: Rotated Component Matrix</i>	40
<i>Table 14: Results of Exploratory Factor Analysis.</i>	42
<i>Table 15: Correlations</i>	45
<i>Table 16: Model Summary</i>	47
<i>Table 17: ANOVA</i>	48
<i>Table 18: Coefficients</i>	48
<i>Table 19: The inspection of results of the factors affecting to the working motivation</i>	53

CHAPTER 1: INTRODUCTION

1.1 Research background- business problem

In recent years, the issue of public administration reform has become a major concern in all over the world. All of countries are thus trying to improve the quality of operations in the public sectors and human resource is seen as one of the most important elements to increase the performance of public sector. Currently, the performance of public sector in Vietnam is not evaluating high (Corruption Perceptions Index Brochure, 2014), caused by the low performance of employee.

According to Perry et al (1990), motivation is seen as the main antecedent affecting the degree of performance of employees. There are many factors affecting employee motivation in connection with work-related variables which was explored in most researches. Nevertheless, motivation in view of employee's demand has been currently emerged as new trend and efficiency approach by human resource department. Many researches has been conducted based on theory of Maslow, theory of X, Y of Douglas McGregor, equity theory of J. Stacy Adams, expectation theory of Victor Vroom relating to demand of employees in context of motivation. Specifically, to improve the public service system as well as employee performance, organizations try to meet the employee's demand, needs such as physiological needs; safety needs; social needs; esteem needs; self-actualization need (Maslow, 1943) and motive those people in their work, especially in public organizations (Wright, 2007).

Similar to other countries, Vietnam determines efficiency improvement as a priority mission (Resolution No. 30, 2011). The policy of administrative reform focuses on work efficiency improvement of the civil servants and employees. On the 8th of November 2011, the Resolution No. 30c / NQ-CP on the overall program of state administrative reform in 2011-2020 has shown that one of the central tasks of the administrative reform are: improving the quality of public servants team, focus policy reforms aimed at motivating salary to public servants actually perform duties with high quality and efficiency; improve the quality of administrative services and quality public services.

1.2 Problem Statement

In term of working performance, there is a close link between the employees and their organization they working for. When public servants work improperly prescribed time, late, leave early, doing private work during working hours, it will lead to low performance of their government agencies. All above symptoms indicate ineffective outcome of most servants. It seems to be

insufficient motivation to connect employee with job as well as with organization. It is found that less motivation leads to lower performance. However, motivation as well as demand of employee is paid not much attention from organizations, especially in public sector. Basing on employees' demand to consider motivation is a new trend and brings surprised results for managers. Traditionally, theory of Maslow has been widely applied in researches as well as strategy of human resource department to motivate employees. The model of Maslow theory was developed based on the operation of American enterprises. Hence, Gambrel et al (2003) had made a question if "Maslow's hierarchy of needs can be applied in collectivism countries or not?". To answer the question, they used Maslow's hierarchy of needs to test the model in the context of China, a collectivism country and found that theory of Maslow is not suitable with such a country. But when applying the Chinese's hierarchy of needs developed by Nevis in 1983, there were significant relationship between employees' demand and motivation. The model of Nevis is based on Maslow's hierarchy of need with some modification about need ranking to meet collectivism countries.

According to Hofstede (1984), Vietnam and China are collectivism countries. It is assumed theory of Nevis will be significant when applying in Vietnam to understand the demand of employee. However, applying the Maslow's model or Nevis' needs to be considered carefully in relation to the culture and tradition as well as each country, each historical period and different respondents. In this study, I will use the theory of motivation which developed by Maslow. Besides that, the theory of Chinese's demand will be examined by author in order to propose a model consistent with social characteristic and cultural environment of Vietnam in the current status, specifically in Ho Chi Minh City so that explain employee motivation in public sector.

1.3 Research objectives - research questions

The study is conducted to build a model of factors affecting the motivation of public employees and to determine the extent of the impact of these factors to public employees motivation. Since then, this study may propose the appropriate tools to encourage motivation for public sector employees increasing.

This research attempts to follow the question:

- What are the factors effecting of public employees motivation?
- What are the status and level of the factors effects of public employee motivation working at Ho Chi Minh City?
- How can we increase the motivation in public sector of Ho Chi Minh City?

1.4 Structure of the research

This study includes five chapters including chapter 1 - Introduction, as below:

Chapter 2 – Research framework: this chapter provides definition of motivation; the theories of motivation; previous research and research finding; and the development the hypothesis of each relationship in model.

Chapter 3 – Research method: this chapter consists of research process, measurement scale, the qualitative survey and the main research which was conducted.

Chapter 4 – Data analysis: this chapter describes how each measurement scale was evaluated and the result of testing hypothesis. It consists of sample description, measurement scale data analysis, and SPSS.

Chapter 5 – Conclusion and recommendation: this chapter presents brief description about research findings and some of implications has mentioned. At the end, research limitation and recommendations for future research have presented as well.

CHAPTER 2: THEORETICAL FRAMEWORK

2.1 Literature review

2.1.1 The concept of work motivation

Even though motivation has been studied by scientists for a long time, its definition is still difficult to be defining correctly. This is because philosophical have many different ways to find a nature of human and people can be known by what (Pinder, 1998). Since, many researchers try to define motivation. There are many different definitions of work motivation. According to Kleinginna et al (1981), there are at least 140 different definitions of motivation which had been studied on a various fields of psychology, sociology, business, management, etc.

According to Herzberg (1959), work motivation is desire and voluntary effort of the workforce toward achieving organizational objectives. Motivation is an intrinsic factor and stimulates them to make efforts in allowable work conditions for high productivity and efficiency.

Work motivation encourages people to work diligently, help them to promote their intrinsic potential strengths, overcome the challenges and difficulties to complete the work in the best way. Motivation, in general, explains why a person behaves and takes actions in a specific way. A person with available motivation shall work voluntarily and they can do more than what their superior expect. Work motivation is shown under many different aspects such as enthusiasm, diligence, durability, etc.

Pinder (1998) defines motivation as “*a set of energetic forces that originates both within as well as beyond an individual’s being, to initiate work-related behavior, and to determine its form, direction, intensity, and duration*”. First of all, this is the fore making people doing; secondly, this fore decides what and how people do.

Therefore, motivation comes from each person themselves (Jackson et al, 1998). When people have different positions and psychological traits, they will have different desired goals. Because of the difference in employee motivation, managers should have different ways to impact on each person to achieve objectives in management.

Besides learning the concept of general human motivation, in this article, it is necessary to learn more about the concept of work motivation in the public sector.

In 1982, the term of “public service motivation” (PSM) appeared in order to express the motivation in public sector but there are no definition about PSM (Kim et al, 2010). After that, Perry et al (1990) in The Motivational bases on The Public Service, they proposed the concept of

PSM. Accordingly, Perry et al (1990) introduced concept of work motivation in the public sector as follow: "an individual's predisposition to respond to motives grounded primarily or uniquely in public institutions and organizations".

Camilleri (2007) studied the factors affecting the motivation of public servants and discovered that the role of the State, labor relations, leadership, job characteristics, and the awareness of employees have a significant impact on the motivation of public servants.

In a study of Jacobson (2011), he stated that motivation of public servants is related to the positive social behavior and organizational outcomes.

In Vietnam, many researchers also study of work motivation; the majority of public servants are based on the view of Herzberg's work motivation (1959). In the content of this article, the author also supports the definition of Herzberg about work motivation.

2.1.2 The concept of Individualism

Individualism is the term which used to describe a way of thinking about social, political or moral. It emphasizes the independence of a human being and the importance of freedom, self-reliance of an individual. People who advocate of individuals tends to unrestricted purposes and personal desires (Hofstede, 1984). According to Hofstede (1984), in a society of individualism, the individual often attempts for a high quality of life, this is seen as a result of success (at the individual level). Individuals separate between their life and work (Gambrel et al, 2003). In organizations, individuals often featured the completion of tasks rather than developing the relationship (Gambrel et al, 2003). Finally, Hofstede (1984) indicates that individualism prevalent in the system of capitalist countries is the result of individual self-interest.

2.1.3 The concept of Collectivism

Collectivism is a concept used to describe any public perception of moral, political or social perspectives. It emphasizes the interdependence between human belong to each other, and the importance of collective rather than separate individual. According to Hofstede (1984) also affirmed that, in the working environment under collectivism, people are willing to accept the job overwhelms their private life. An employee does not attempt to separate work and life. In organizations, working to build relationships again placed priority than job task performance (Hofstede, 1994). People are taught to think about the pronoun "we" rather than the pronoun "I" (Gambrel et al, 2003). In addition, society with the characteristics of the culture of collective social form is common in East Asian countries (Hofstede, 1984).

2.1.4 Theories of motivation

a. Maslow's Hierarchy of Needs

In 1943, the psychologist Abraham Maslow developed the theory of motivation whose influence is widely acknowledged and used in many different aspects. That is the theory of Hierarchy of Needs. In this theory, he sorted human needs according to a hierarchy in which the higher level needs only appear after a lower level needs are satisfied. According to Maslow's theory (1953), the basic needs are formed in a needs hierarchy – our innate needs are arranged in a sequence of stages from primitive to advance. Maslow's five-stage model is the socially important and basically academic discovery of high practices that help managers to motivate employees by creating the motivation for them to complete their work and the organizational common goals.

Basic needs

This kind of need is also known as physiology, safety, love, and esteem needs. This includes the most basic needs of human such as air, food, drink, shelter, warmth, sex, sleep, etc. It is shown these needs are placed in the lowest stage: the most basic level. Maslow claimed that the higher level needs will not appear unless the basic needs are satisfied and the basic needs that will overpower and urge a person to achieve these basic needs. It is clear that the employees and staff members will protest when their wages are not enough for their daily lives and meet their basic needs.

Safety needs

When people meet basic needs, these needs no longer control their thoughts and actions, so what will they demand after that? Since then, safety needs will begin to be activated. Safety needs are shown in both physical and mental. People desire protection for survival from dangers. These needs will become the operation motivation in an emergency or the risk of life such as war, natural disasters, seeing dangerous animals, etc. These needs are also confirmed through desire for stability in life, living in the neighborhood with enough security, a society with laws, or having a home to stay, etc. Many people look for security from religious belief, philosophy because of safety needs and this is the search for spiritual safety. Social insurances, retirement regimes, savings plans, etc. also belong to the safety needs.

Social needs

These needs are also known as the desire for belonging to a division, an organization, or emotional and love needs. These needs are expressed through the communication process such as

finding and making friends, love, marriage, joining a community or a club, group work, etc. Although, Maslow ranked these needs after two above-mentioned needs, he insisted that if these needs are not satisfied, they can cause mental influences. It is inevitable that people always want to live together, communicate with each other, and that loneliness will kill people.

Esteem needs:

These needs are also called self-respect needs because they demonstrate 2 levels: the needs for respect from others by others through one's achievements and the needs for self-respect, reputation, esteem, confidence. The satisfaction of these needs can result in a more active learning for a child and more freedom for an adult. It is proven that at work or in life, when one is encouraged, rewarded for his/her working achievements, he/she will be willing to work more effectively and more engrossed. These needs are placed after "social needs". After joining an organization or a group, we always want respect from others in the group to prove our "position" or our importance in a group. Esteem is one of normal psychology of human and to hurt one's esteem is the worst thing to him.

Self-actualization needs

When hearing about these needs for: "Self-actualization", just keep calm not to give it a negative meaning. It is not a coincidence that these needs are set at the highest level. Maslow describes these needs as follows: "self-actualization as a person's need to be and do that which the person was "born to do". In a more simple way, for these needs, one desires for realizing his personal potential, self-fulfillment, seeking personal growth and peak experiences. There are many people around us, at the end of their career, always regret not working properly as their abilities and desires. In some other cases, even holding a position of high salary in a company, one still want to leave for doing the job of his desire a "born to do" job as Maslow's description. Accordingly, one seeks for such a job that his capacities, abilities and intelligence can be promoted and one feels happy about that.

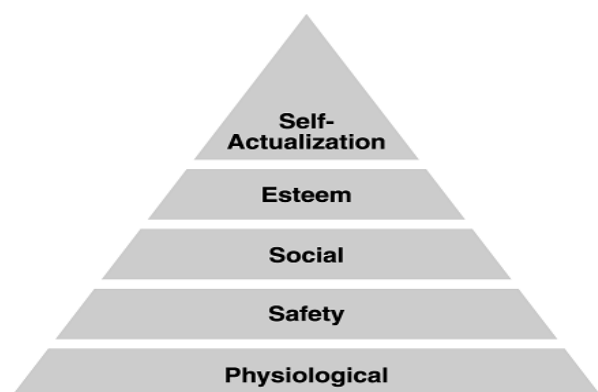


Figure 1: Maslow's hierarchy of needs

b. Theory X and Theory Y

Douglas McGregor (1960) proposed two distinct views about human. This is a negative opinion basic, known as Theory X and a basically positive attitude, called Theory Y.

According to Theory X, the managers usually have four hypotheses as follows:

- Employees intrinsically dislike working and will tend to manage to evade their jobs whenever possible;
- Because employees do not like working, managers should direct or threatening them with penalty to accomplish the desired goals;
- Employees will try to avoid duty; manager must always give formal ways;
- Most of workers concern safety rather than other factors relating to the job and thus this lead them to less ambitious.

According to Theory Y, the managers usually have four hypotheses as follows:

- Employees determined the work as relaxation or play naturally.
- A person who has committed to the goals often will self-direction and self-control his behavior.
- A normal person can learn to accept responsibility, or even looking for accountability.
- Innovation - which means the ability to make good decisions - is the quality of people and quality not only in the work of management.

Theory X said that the demand for lower-ranking individuals are often tame. Theory Y that needs higher-ranking individuals tame. Mc Gregor themselves believe that the theory more plausible theory Y assumptions of Theory X (Douglas McGregor, 1960). So he proposed ideas such as participation in decision making, the work entails responsibility and challenges , good relations within the team, as this is the method to maximize the driving force in the work of the employees.

However, in reality there is no convincing evidence to prove that this theory gathered more valuable than the other set of hypotheses and theories that accept Theory Y and replacement of actions under the author that theory would increase the motivation of the employees. Whether Theory X or Y, it will only be able to fit in a certain situation.

c. Reinforcement theory

This theory is based on the study of Skinner (1974), toward the changing of human behavior through reinforcement impacts. The theory states that rewarded behaviors will tend to be repeated and those without rewards (or with punishment) will tend not to be repeated. At the same time, the shorter the period between the time of the behavior and reward/penalty is, the greater the effect of behavior changing is. The theory also confirmed that penalty shall exclude the unwanted behavior of the managers but can cause negative consequences, therefore it brings back less effectiveness than reward. To motivate employees, managers need to look at good achievements and reward for such achievements. It is emphasized that reward will bring greater efficiency than penalty.

d. Expectancy Theory

Victor Vroom (1964) emphasizes the relationship of awareness: what do people expect? According to this theory, motivation is the function of an individual's expectation that: a certain effort will bring a certain achievement and that achievement will lead to the results or rewards as desired. This theory suggests that managers make employees understand the direct relationship between efforts - achievements; achievements - results/rewards as well as the need to make up the appeal of the results/reward for employees.

e. Equity Theory

Adams, J.S. (1965) refers to employee's awareness of the level of equity in the organization. The basic assumption of the theory is that everyone wants to be treated fairly; individuals in an organization tend to compare their contributions and the benefits they received with the contributions and benefits of others. An employee will feel the sense of equity when feeling his/her benefit/contribution rate is equal to the others. Therefore, to create motivation, managers need to create and maintain a balance between the contributions of the individuals and the benefits to which they are entitled.

f. Herzberg's two-factor theory

Herzberg's two-factor theory is also known as Herzberg's motivation-hygiene theory and Dual-Factor Theory. F. Herzberg proposed a theory of two factors leading to job satisfaction and motivation. Herzberg divided the elements that result in work satisfaction and dissatisfaction into two groups:

Group one includes the key elements creating motivation and job satisfaction such as:

- Achievement
- Recognition

- Work itself
- Responsibility
- Growth

They are elements that belong to the job and the needs of the employees. The satisfaction of those needs will lead to motivation and job satisfaction.

Group two consists of the elements in the organizational environments such as:

- Company policy
- Supervision
- Salary
- Human relations
- Work conditions

According to Herzberg (1959), if these elements are positive in nature, job dissatisfaction will be prevented. However, only the presence of these elements is not enough to create motivation and job satisfaction. This theory indicates a variety of factors that affect the motivation and satisfaction of employees, at the same time cause fundamental impacts on the design and redesign of jobs in many companies. However, some researchers criticize that this theory is not entirely consistent with reality because in fact, with respect to a particular employee, these factors operate simultaneously rather than separately.

g. Goal-Setting Theory

At the end of the 1960s, researcher Edwin Locke pointed out that: the specific goals and challenges will lead to better job performance (Locke et al, 1968). Edwin Locke claimed that the source of motivation is the desire and intention to reach a goal. Therefore, in order to create labor motivation, it is necessary to set specific goals and challenges as well as attracting the employees to goal-setting (Locke et al, 1990).

2.2 Summary of previous studies and research findings

Maslow's hierarchy of needs is one of the models describing work motivation of people mentioned and discussed in the past decades. Just like other famous theories of work motivation, Maslow's model had been developed basing on the platform of researching enterprises in the United States. Therefore, the work " Maslow's Hierarchy of Needs: Does It Apply in a Collectivist Culture?

" by Gambrel et al (2003) has been carried out to answer the question whether Maslow's hierarchy of needs can be applied well in different countries or not. In their own research, Gambrel et al (2003) have used China as an illustrative example and focused on reviews of Maslow's hierarchy of needs and other relevant studies to determine whether they can be applied in a national collectivist culture such as China or not.

The article is started by recalling contents of Maslow's hierarchy of needs. This part is followed by brief literature reviews about individualism-collectivism, which previously had been done by researchers such as: Hofstede (1983), Hampden-Turner and Trompenaars (1993), Schwartz (1994), Triandis (1995), and contrasting characteristics between the individualism in American culture with the collectivism in Chinese culture. Accordingly, in a society's prevailing individualism, each individual must always make great attempts to have a better life basing on his or her own capacity. Besides, achievements, self-affirmation or self-respect are basic characteristics of the individualism culture, and the contents of the need in the fourth level (a need to feel respected) and fifth level (a need to express themselves) in the Maslow's hierarchy of needs. In a capitalist market economy, individualism is quite popular. In the enterprises and organizations, individual tend to separate their work with their own private lives and take initiative in completing their tasks before developing the relationship. In contrast, collectivism is more common in oriental countries such as Vietnam, China, South Korea, In a society with collective culture, most people are born in an extended family (several - generation family) and the family owners are responsible to protect other members. However, in an individualism culture, each individual has the responsibility to take care of the life and family of his or her own. It can be clearly seen that in the collectivist culture, the pronoun "we" takes a leading role of consciousness in many people (Gambrel et al, 2003). Meanwhile, for countries dominated by individualism culture, pronoun "I" is emphasized. Besides, differences between individualism culture and collectivist one are also reflected through the places where each individual set his or her own beliefs: believe in the collective's decision or his or her own decisions.

A striking point in this study is the repetition of *Chinese's hierarchy of needs* developed by Nevis (1983) based on Maslow's model. The biggest difference between *Chinese's hierarchy of needs* (Nevis) versus Maslow's hierarchy of needs is the hierarchical position of "social need", and the removal of "the need to be respected" from the hierarchy of needs. Specifically, hierarchical positions from low to high in *the Chinese's hierarchy of needs* (Nevis) are as follows: *Social - Physiological - Safety - Self-actualization* (Figure 2). As can be seen from the research results, it is crucial to adjust the original model of Maslow before applying in the countries with collectivist

cultures such as China, Hong Kong and other East Asian countries.



Figure 2: Chinese's hierarchy of needs (Nevis)

Re'em (2010) carried out his research name “*Motivating public sector employees: An application-oriented analysis of possibilities and practical tools*”. The research was conducted to find out theoretical factors and tactics which can be applied in practice to support public sector managers to create more work motivation for their employees. Because such work motivation plays an important role to work results. Research method used is a synthetic analysis towards the application through the literature reviews about the work motivation in both the public and private sector. Besides, direct interview method was applied for managers in the public sector and based on real experience of the author to propose appropriate strategies for the public sector. Results found that at least 14 factors are present to encourage workers to do a better job, including: rewards; acknowledgment; autonomy; promotion; fair; opportunity to learn, etc. Along with these factors, there are 16 specific strategies that are consistent with the contents of each factor. For example, the research has shown that managers can apply the tactics such as empowering employees or allowing employees to decide their own ways of working with the aims of increasing their autonomy. In addition, since the motivation is one matter for each individual, the author suggested that the managers should use the tactic of caution in accordance with each individual's circumstances.

Buelens et al (2007) have implemented one study “*An Analysis of Differences in Work Motivation between Public and Private Sector Organizations*”. The study was conducted to find out differences in work motivation of employees between public and private sector. Data was collected from the survey including 3314 employees in the private sector, and 409 employees in the public sectors in the Belgium. This study was conducted with seven hypotheses as follows: The first hypothesis: In comparison with the private sectors, employees in the public sector are less motivated to work by money as a reward; The second one: In comparison with the private sector, employees in the public sector are more motivated to work by internal factors including: spirit of

responsibility and self-development; The third one: In comparison with the private sectors, employees in the public sector are driven more by a work environment full of sympathy and support; The fourth one: In comparison with the private sectors, employees in the public sectors are working fewer hours, and less willing to attempt because of interests of the organizations; The fifth one: Difference of hierarchy is more important than difference in working area of the employees; The sixth one: To explain the difference in work motivation between the public and private sectors, the working areas of the employees constitute an important role more than demographic factors such as: gender, age, education level; The seventh one: In comparison with the private sectors, employees in the public sectors encounter less conflict between family and work. Data analysis results showed that the hypothesis no.1; 3; 4; 5; 7 are acceptable and supported; whereas, hypothesis no. 2; 6 are rejected. In addition, another striking difference in the work motivation between women and men is pointed out in this study. Specifically, women tend to work fewer hours and spend more time for family affairs; typically, they have less time to relax than men; and are normally driven to work by salary and good relationships in the organization. Besides, it can be realized from the analysis results that older employees tend to leave the organization. They want to work within an environment having lots of sympathy, support, and less driven by salary factor. Furthermore, management rank is considered a particular important factor in explaining the number of working hours and commitment for the work.

Denibutun (2012) has conducted his research “*Work motivation: a theoretical framework*”. According to this research, many different theories have been established all over the world to explain the nature of work motivation. This article is made to explore differences between the theories of such work motivation and consider the motivation as a process of basic human psychology. The theories of motivation help explain the behavior of a certain person at a certain time. Such theories can be divided into 2 groups: (1) the theory of content focuses on the identification of personal needs which affect their behavior in the workplace, (2) the theory of process focusing on the process of human thinking. This thinking process can affect the decisions to perform different actions of humans in their work.

In a study called Application of quantitative model to evaluate levels of motivation creation for employees of Ericsson Co., Ltd in Vietnam, Truong (2011) has applied Maslow's hierarchy of needs to review the work motivation of employees at Vietnam Ericsson plant. Under the hypothesis given by him, there are five factors according to Maslow's hierarchy of needs. However, his research results indicates that salary, total income from work, attention of the leadership with respect to physical lives of employees, working conditions, relationships with colleagues within the

organization, position in the organization are most interested by the employees.

Researchers of motivation based on Maslow's hierarchy of needs have conducted researches in many different areas and many countries of the world. The researches mentioned above have also indicates that Maslow's hierarchy of needs must be adjusted to fit when being applied in countries with different cultures; especially the differences between Western cultures and Oriental cultures, namely individualism and collectivist culture. Besides, the researchers are conducted to find out the differences and factors to boost the motivation of employees in the public and the private sector to find solutions which supports the managers to motivate as well as promote motivation for their employees with the aims of working effectively to improve efficiency and complete the goals of the organization.

2.3 Apply Maslow hierarchy of needs and Chinese's hierarchy of needs (Nevis)

Vietnam is seen as a country with a collective culture (Hofstede, 1980). Hence, when studying the work motivation of public servants in Vietnam, the consideration of characteristics of the collective culture is necessary. (Nevis, 1983) affirms that the society of Western countries focuses much on personal behavior while Chinese society is interested in the collective factors. Therefore, the researcher may not apply the same model for both different cultures (Gambre et al, 2003). For example, employees in countries with collective culture, typically as China, often pay more attention to social needs and to be respected rather than personal needs and the needs of self-actualization (Geren, B., 2011). So, the theory of Maslow Hierarchy of Needs is developed from research of individuals working in the private sector in the United States - a typical country of individualism - it is needed to be adjusted accordingly before applying in Vietnam (Gambrel et al, 2003).

According to Nevis (1983), most of Chinese people, in a working organization, the building of relationships with co-workers or other members in the same group is considered as more important than the good implementation of the work. Therefore, *social needs* become the needs in the lowest level while it was the most important previously. Besides, because individualism is not focused on and personal interests are defined according to the interests of group so the *needs to be respected* is removed out of Nevis's model.

Review on the cultural aspects, Nevis's model is said to be more suitable than Maslow's model when applied to Vietnam due to similarities of cultural between Vietnam and China. However, the removal or retention of *needs to be respected* in the model is needed in the thorough consideration. Because Nevis performed his research in China in 1983 when Chinese economy was

not fully opened and they had not public service (Liu, B. et al, 2008). Through numerous reformations with extensive and deep international integration in both China and Vietnam, the current social context has changed pretty much compared to the early 1980s, especially in Ho Chi Minh City (Freeman, 1996). The employees become more freedom, pay attention more to individual needs and give continuously effort to look for higher status. Author thinks that the retention of *needs to be respected* in the analysis model of the factors affecting to the work motivation is necessary.

2.4 Hypotheses development

Nevis (1983) suggested that human needs are rearranged sequentially as follows: demand social - biological needs - safety requirements - the need presents itself. Some assumptions behind the theory of Nevis are: (1) national interests precede everything, loyalty to one's country is the most importance; (2) the interest in the family is very important; (3) everyone must respect the elderly, hierarchy is seen as a phenomenon of society; (4) the Equality is more important than the amount of wealth that each person has; (5) the public property is more important than the personal property and (6) the objective of the organization / group should get prioritized over personal goals. For most Chinese people, the building intimate relationships with colleague are considered more important than the task of performing the work. Therefore, society needs to be demanding at the lowest level (the most important demand). Besides, because individualism is not focused and personal interests are defined as the benefits of the group, Nevis has eliminated “Esteem needs” from the model.

It is not difficult to recognize many similarities between Chinese and Vietnamese cultures. Nevis' model is more suitable than Maslow's model when applying to Vietnam. After “Doi Moi” (Renovation), the social and economic contexts have developed greatly as compared to the early 80s in Ho Chi Minh City, Vietnam (Freeman, 1996). Thus, as authors analyzed above, including the needs to be respected in model analysis of factors affecting work motivation is absolutely necessary.

With the model below, this thesis proposes the use of Nevis' model but with the retention of Esteem needs (Figure 3). The thesis proposed five needs scales which are social needs – physiological needs - safety needs - esteem needs - self-actualization needs and the thesis may find strong impact factors and have significant motivation of public servants working in Ho Chi Minh City, Vietnam. The proposed five elements are social needs, physiological needs, safety needs, esteem needs and self-actualization needs.

From the studies which were conducted before, the hypothesis in this study are as follow:

- The Social needs has a possible directly effect of Public Employee Motivation (H1).
- The Physiological needs has a possible directly effect of Public Employee Motivation (H2);
- The Safety needs is directly effect of Public Employee Motivation (H3);
- The Esteem needs effect of Public Employee Motivation (H4);
- The Self-actualization needs effect of Public Employee Motivation (H5).

2.5 Research framework

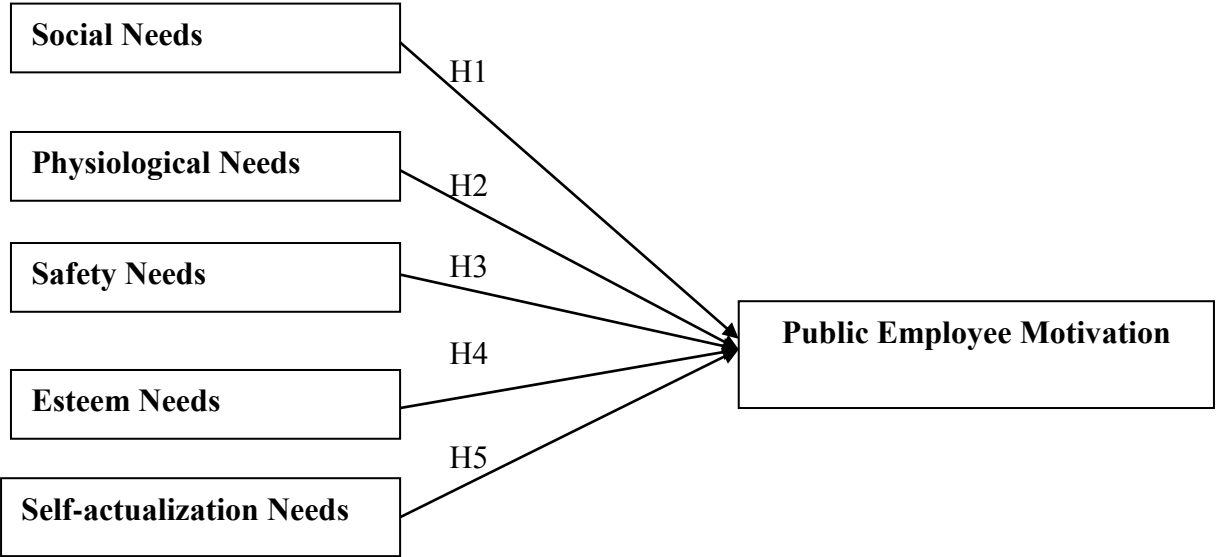


Figure 3: The suggested model

CHAPTER 3: RESEARCH METHODOLOGY

In Chapter 2, the author has examined the preceded research strategies to propose the research model. In this Chapter, the author will make the process of research and analysis methods of the topic to determine the method and criteria as set out for the model.

3.1 Process of implementation of research

The steps of research process are presented in Figure 4.

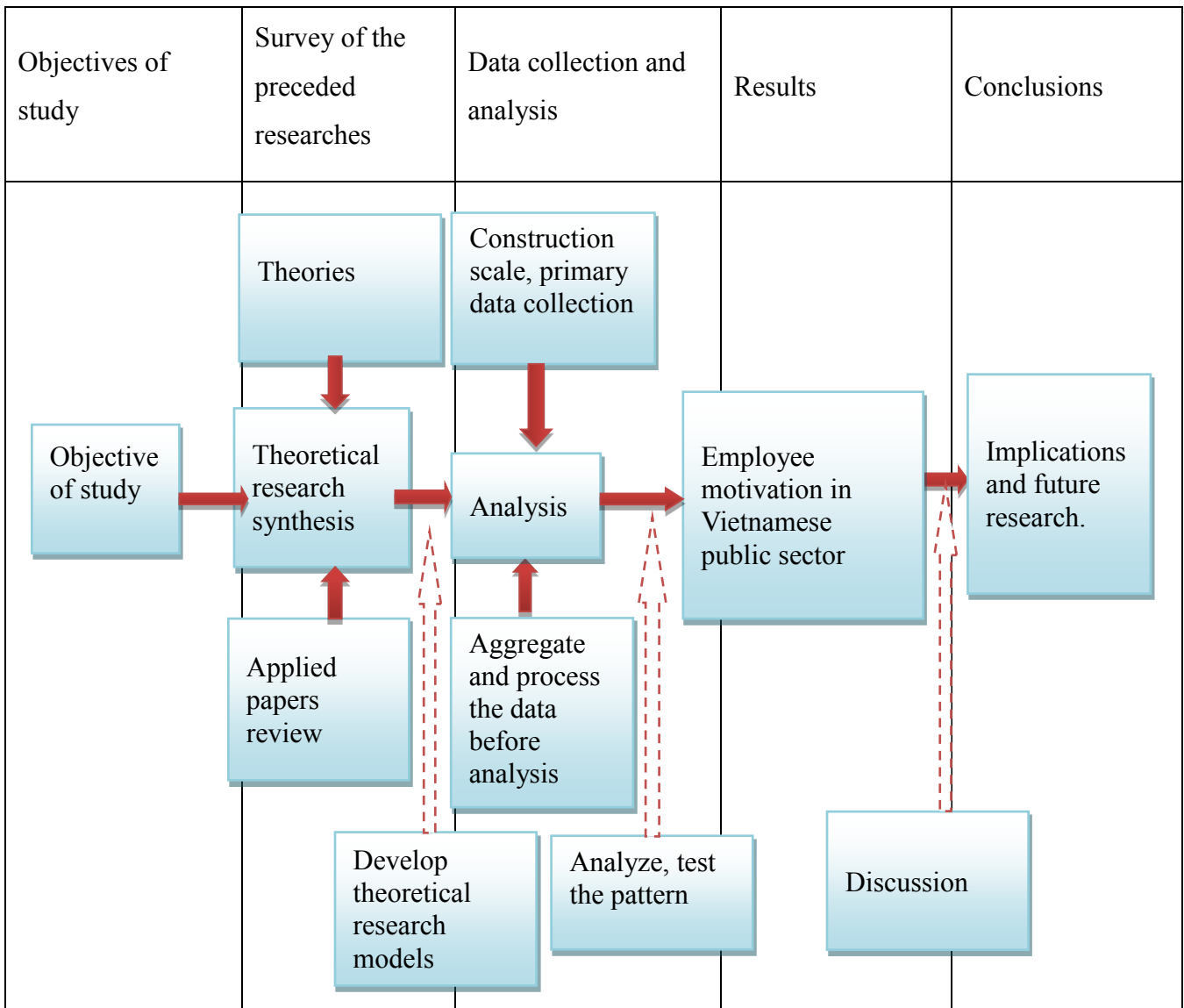


Figure 4: Process of implementation of research

3.2 The research process

Research process of topic is from defining research problems to assessing and concluding as presented in details in Figure 5

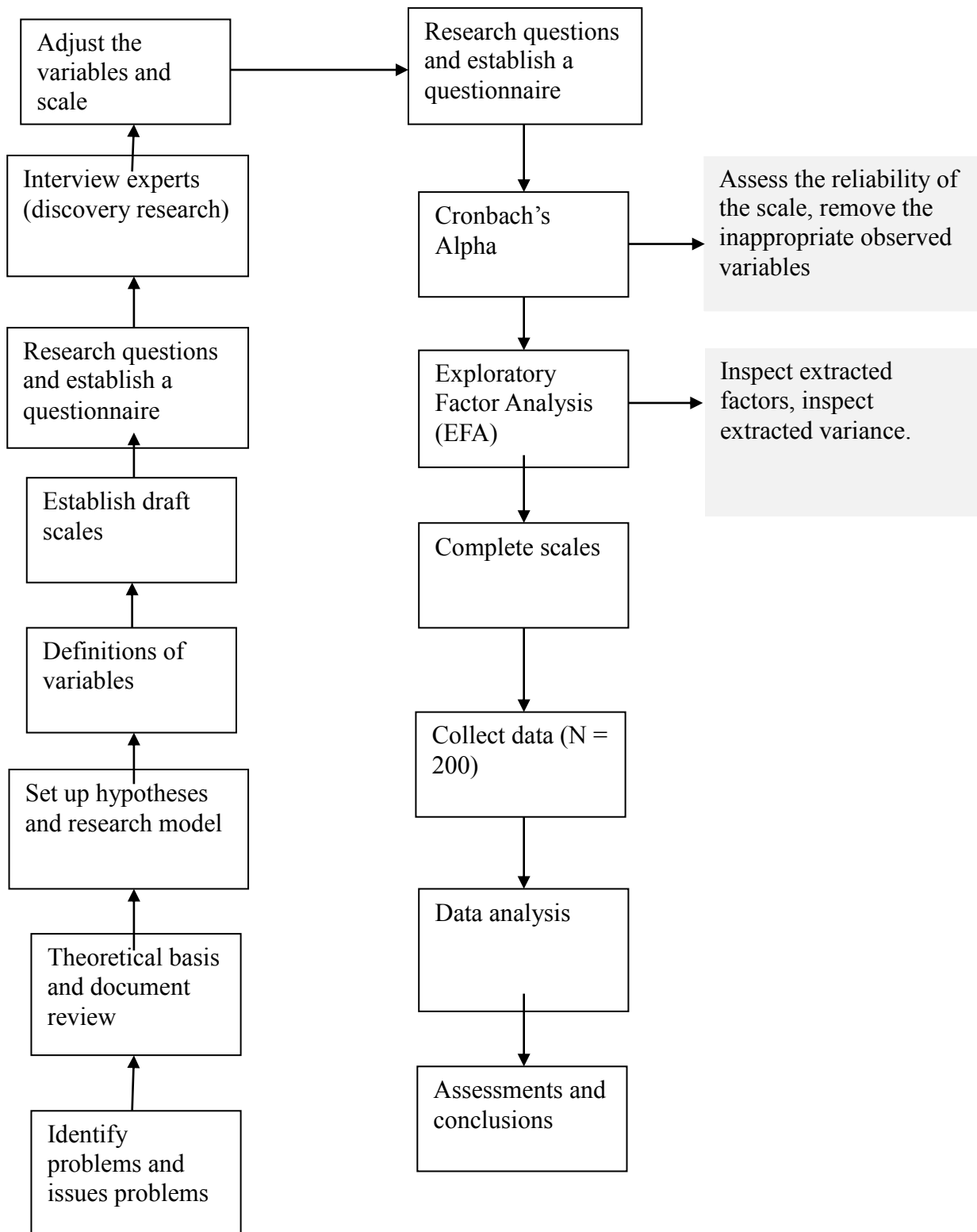


Figure 5: Research Process

3.3 Construction of scale, research variables and questionnaires

Based on Maslow's theory as well as consideration of the Hierarchy of Needs of China

proposed by Nevis, the author proposes the elements in an order of: Social needs - Physiological needs- Safety needs - Esteem needs - Self-actualization needs. Stemming from 6 factors in the model (5 independent factors and 1 dependent factor) with 39 variables of scale observation is Likert scale

Multiple-item scale or Likert scale is a form of the most popular measurement method used in socio-economic studies. Likert scale often has 5 or 7 levels. In this study, the author uses Likert scale with 5 levels:

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Method of building Likert scale is to give a list of items that can be measured for the concepts and can find sets of questions to measure various aspects of such concepts. If the concepts have a single aspect only, it is necessary to find a set only and if they have many aspects, many sets of questions are required.

*The factor of **Physiological needs**:* In working organizations, the biological needs of individuals are met through salaries, allowances and conditions of the facilities. Song et al (2007) has pointed out that the desire to get high salaries will motivate people to desire to work hard and more efficiently to meet the material goal of individual. The scale was adapted from Al-Aufi et al (2014).

Table 1: Scale of Physiological needs

No.	Speech	The preceded researches
<i>Scale of Physiological needs</i>		
1	Office tools and stationery have to be sufficiently available in offices and other work places	Al-Aufi, A., & Khulood, A. A. (2014)
2	Modern technological equipment is sufficiently available at my	

	work Environment	
3	My work environment is comfortable for performing my duties	
4	Other features for comfortable work environment such as ventilation, lighting, air conditioning, furniture and other means are sufficiently available	
5	The organization management pays enough attention to the work environment	
6	There are convenient and reasonable food facilities services in or near by the organization	
7	Work space is appropriate	

Factor of safety needs: According to Smith (2003), in the public organizations, the needs of safety of employees includes personal safety, and institutional safety, which emphasizes the existence of trade unions in order to protect the legitimate rights of employees. The scale was adapted from Al-Aufi et al (2014).

Table 2: Scale of safety needs

No.	Speech	The preceded researches
Scale of safety needs		
1	I must feel safe in my job	Al-Aufi, A., & Khulood, A. A. (2014)
2	I feel peaceful and reassured every time I go to my work	
3	My current work strengthens my professional future	
4	My employer gives me financial incentives for the additional work that I do	
5	My employer grants me health insurance	

6	I am covered against work risks and accidents	
7	My employer offers housing loans to employees	

Factor of social needs: From the findings of Al-Aufi et al (2014), they shows that society needs have positive impact on working motivation of employees. This implies that when an employee wants a closer relationship to peers, it would help him/her to have more motivated to voluntarily support for colleagues at work. The scale was adapted from Al-Aufi et al (2014).

Table 3: Scale of social needs

No.	Speech	The preceded researches
Scale of social needs		
1	I feel that a sense of belonging the workplace is important	Al-Aufi, A., & Khulood, A. A. (2014)
2	There is mutual trust between my boss and me at work	
3	The organization encourages me to form good relationships with my colleagues at work	
4	The organization appreciates and sympathizes with the emergent social conditions of employees	
5	The organization attempts to strengthen the principles of trust and cooperation between employees	
6	The organization encourages employees to work on teams	
7	The organization supports social activities beyond working hours	

Factor of esteem needs: The individual after being satisfied the needs of low levels will arise the motivation to promote them to satisfy the demand at higher levels. Employees after being satisfied the needs of social relations, the basic biological needs and safety needs will continue to

look forward to the esteem, trust, social status and recognized his contributions by collective... The findings of Song et al (2007) support that to get a higher position in an organization, employees will attempt to show the positive behaviors to achieve goals and recognition by colleagues and leaders. The scale was adapted from Al-Aufi et al (2014).

Table 4: Scale of Self-esteem needs

No.	Speech	The preceded researches
Scale of Self-esteem needs		
1	My colleagues' good treatment enhances my performance at work	Al-Aufi, A., & Khulood, A. A. (2014)
2	There is appreciation and mutual respect between employees and their bosses at work	
3	My boss appreciates the effort and loyalty to work	
4	The authorities I am given at work are appropriate and help me do my work	
5	I feel satisfied about my Job Title	
6	The organization rewards achieving employees (e.g. promotional allowances, medals, certificates, etc.)	
7	The organization runs an annual congregation for honoring the employee of the year	

Factor of Self-actualization needs: Self-actualization is in high-level needs. Accordingly, people want to be learned and creative and to have the opportunity to assert himself before the others and opportunities for personal fulfillment. From the perspective of Song et al (2007), the desire in experience of the challenging job will impact positively on working motivation of the employees, enabling them to work hard and try harder to resolve the difficult duties. The scale was adapted from Al-Aufi et al (2014).

Table 5: Scale of Self-actualization needs

No.	Speech	The preceded researches
Scale of Self-actualization needs		
1	I consistently attempt to help achieve the organization goals	Al-Aufi, A., & Khulood, A. A. (2014)
2	I consistently attempt to employ my skills in my job properly	
3	I feel proud and honored for the work I am doing	
4	I constantly search for new in my field to learn	
5	I always achieve my duties in the right time	
6	My qualifications fit appropriately with the nature of my work I do in the organization	
7	I have confidence on making decisions independently	

Factor of Work Motivation: Based on the scales developed by Wright (2007), the author has used four observed variables to measure the factor of Motivation.

Table 6: Scale of Work Motivation

No.	Speech	The preceded researches
Scale of Work Motivation		
1	I put forth my best effort to get my job done regardless of the difficulties.	Wright, B. (2007).
2	It has been hard for me to get very involved in my current job. (R)	

3	I probably do not work as hard as others who do the same type of work. (R)	
4	Time seems to drag while I am on the job. (R)	

From the scale results, the author has synthesized in a questionnaire in which the key question lies in measuring problems of research model with other elements.

Table 7: Synthetic questionnaire for research models

No.	Speech	The preceded researches
<i>Scale of Physiological needs</i>		
1	Office tools and stationery have to be sufficiently available in offices and other work places	Al-Aufi, A., & Khulood, A. A. (2014)
2	Modern technological equipment is sufficiently available at my work Environment	
3	My work environment is comfortable for performing my duties	
4	Other features for comfortable work environment such as ventilation, lighting, air conditioning, furniture and other means are sufficiently available	
5	The organization management pays enough attention to the work environment	
6	There are convenient and reasonable food facilities services in or near by the organization	
7	Work space is appropriate	
<i>Scale of safety needs</i>		

1	I must feel safe in my job	Al-Aufi, A., & Khulood, A. A. (2014)
2	I feel peaceful and reassured every time I go to my work	
3	My current work strengthens my professional future	
4	My employer gives me financial incentives for the additional work that I do	
5	My employer grants me health insurance	
6	I am covered against work risks and accidents	
7	My employer offers housing loans to employees	
Scale of social needs		
1	I feel that a sense of belonging the workplace is important	Al-Aufi, A., & Khulood, A. A. (2014)
2	There is mutual trust between my boss and me at work	
3	The organization encourages me to form good relationships with my colleagues at work	
4	The organization appreciates and sympathizes with the emergent social conditions of employees	
5	The organization attempts to strengthen the principles of trust and cooperation between employees	
6	The organization encourages employees to work on teams	
7	The organization supports social activities beyond working hours	
Scale of Self-esteem needs		
1	My colleagues' good treatment enhances my performance at work	Al-Aufi, A., &

2	There is appreciation and mutual respect between employees and their bosses at work	Khulood, A. A. (2014)
3	My boss appreciates the effort and loyalty to work	
4	The authorities I am given at work are appropriate and help me do my work	
5	I feel satisfied about my Job Title	
6	The organization rewards achieving employees (e.g. promotional allowances, medals, certificates, etc.)	
7	The organization runs an annual congregation for honoring the employee of the year	
Scale of Self-actualization needs		
1	I consistently attempt to help achieve the organization goals	Al-Aufi, A., & Khulood, A. A. (2014)
2	I consistently attempt to employ my skills in my job properly	
3	I feel proud and honored for the work I am doing	
4	I constantly search for new in my field to learn	
5	I always achieve my duties in the right time	
6	My qualifications fit appropriately with the nature of my work I do in the organization	
7	I have confidence on making decisions independently	
Scale of Work Motivation		
1	I put forth my best effort to get my job done regardless of the difficulties.	Wright, B. (2007).

2	It has been hard for me to get very involved in my current job. (R)	
3	I probably do not work as hard as others who do the same type of work. (R)	
4	Time seems to drag while I am on the job. (R)	

3.4 Research hypothesis

From the results of the theoretical foundation and the scale of these factors, the author has made the following hypotheses:

Hypothesis H1: When social needs are evaluated to be increased or decreased by employee, the working motivation of employees will be increased or decreased accordingly.

Hypothesis H2: When physical needs are evaluated to be increased or decreased by employee, the working motivation of employees will be increased or decreased accordingly.

Hypothesis H3: When security needs are evaluated to be increased or decreased by employee, the working motivation of employees will be increased or decreased accordingly.

Hypothesis H4: When self-esteem needs are evaluated to be increased or decreased by employee, the working motivation of employees will be increased or decreased accordingly.

Hypothesis H5: When self-actualization needs are evaluated to be increased or decreased by employee, the working motivation of employees will be increased or decreased accordingly.

Table 8: The inspection of results of the factors affecting to the working motivation

Research Hypothesis Speech	Expectation	The preceded researches demonstrate
Hypothesis H1: When social needs are evaluated to be increased or decreased by employee, the working motivation of employees will be increased or decreased accordingly.	positive	Al-Aufi, A., & Khulood, A. A. (2014)

Hypothesis H2: When physical needs are evaluated to be increased or decreased by employee, the working motivation of employees will be increased or decreased accordingly.	positive	Al-Aufi, A., & Khulood, A. A. (2014)
Hypothesis H3: When security needs are evaluated to be increased or decreased by employee, the working motivation of employees will be increased or decreased accordingly.	positive	Al-Aufi, A., & Khulood, A. A. (2014)
Hypothesis H4: When self-esteem needs are evaluated to be increased or decreased by employee, the working motivation of employees will be increased or decreased accordingly.	positive	Al-Aufi, A., & Khulood, A. A. (2014)
Hypothesis H5: When self-actualization needs are evaluated to be increased or decreased by employee, the working motivation of employees will be increased or decreased accordingly.	positive	Al-Aufi, A., & Khulood, A. A. (2014)

Source: The author synthesizes

3.5 Method of data analysis

Initially, the data is encrypted and cleaned, then is will be evaluated through five main analysis steps as followings:

With the collected data set is reviewed and removed the unsatisfactory tables (much vacant, just selecting agree-level for all the questions ...), after the completion of screening, testing, synthesizing, coding and cleaning, the author will conduct to process and analyze the data using SPSS 20.0 software. The order of description statistics, scale evaluation with Cronbach's alpha, distribution of EFA Exploratory Factor, correlation analysis and analysis of influencing factors.

Step 1: The scale is assessed reliability through Cronbach's Alpha reliability coefficient:

The reliability of scale is assessed through Cronbach's alpha coefficient and item-total correlation coefficient. The observed variables with item-total correlation coefficient less than 0.3 will be eliminated step by step, the variable with low absolute value will be rejected firstly and criteria on selecting scale when Cronbach's alpha is from 0.6 or higher (Nunnally et al, 1994). The item-total correlation coefficient is the correlation coefficient of a variable with the average score of other variables in the same scale; therefore, the higher the coefficient is, the more correlative the

variable with other variables in the group is. In this topic, the scale will be selected when Cronbach's alpha coefficient is greater than 0.6. It proceeds to remove every variable, then runs to test scale, determines Cronbach's Alpha coefficient to decide whether the next variable is rejected or not.

Step 2: Exploratory Factor Analysis EFA:

After removing the unsuitable variables, the step of ***assessing reliability through Cronbach's alpha reliability coefficient*** as above, the remaining variables will use **Method of EFA** and method of Principal Axis Factoring with Promax rotation. According to Anderson et al (1984), Principal Axis Factoring extraction method with Promax rotation (oblique) will reflect more accurately data structure of Principal components extraction method with Varimax rotation (orthogonal). And then eliminating the mismatched variables with Factor loading $FD > 0.5$. According to Hair et al (1998), Factor loading is an indicator to ensure the practical significance of EFA (Ensuring practical significance). Factor loading > 0.3 is considered as reaching the minimum level, Factor loading > 0.4 is considered as important, Factor loading > 0.5 is considered having practical significance. KMO (Kaiser-Meyer-Olkin) is an indicator used to consider the appropriateness of EFA, $0.5 \leq KMO \leq 1$, the factor analysis is appropriate. Bartlett test considers the hypothesis in correlation level between the zero-observed variables in overall. If this test has statistical significance (Sig < 0.05), the observed variables are correlated with each other in overall (Hoang et al, 2008). Total extracted variance $\geq 50\%$ (Anderson et al, 1984).

Step 3: After conducting analysis of EFA, the author conducts OLS regression analysis by ENTER method to confirm the appropriateness of the research model, linear regression construction and test of the hypotheses to determine the influence level of each factor to the dependent variable.

Initial linear regression model is as follows:

$$Y = \beta_0 + \sum_{i=1}^n \beta_i X_i + \varepsilon$$

Of which: Y : is the dependent variable, X_i is the independent variable

β_0 : Slope coefficient

β_i : The estimated coefficient of the i^{th} independent variable

ε : Deviation

Step 4: The correlation analysis tells us the relationship between concepts, followed by regression analysis to examine the cause and effect relationship between them and finally regression analysis is the method of putting into the variables simultaneously (Enter). To evaluate the fitness of the

models, the researchers have used R^2 determination coefficient (R-square) to assess the suitability of the model, R^2 determination coefficient is proven as non-decreased function under the independent variables included in the model. However, it is not true that the more variable the equation has, the more it is suitable with data, R^2 tends to be a positive element of the scale of the appropriateness of the model to the data in case there is one explainable variable in the model. Therefore, the multiple linear regression often uses Adjusted R Square coefficient to evaluate the fitness of the model because it does not exaggerate the fitness of model. Besides, it is necessary to check the phenomenon of correlation by Durbin coefficient - Watson ($1 < \text{Durbin-Watson} < 3$) and there is not multicollinearity phenomenon by variance inflation factor VIF ($\text{VIF} < 10$). Standardized Beta coefficient is used to evaluate the importance of each factor, the higher Standardized Beta coefficient of the variable is, the greater that variable impacts on the dependent variable, (Hoang et al, 2008).

In Chapter 3, the author has identified the research processes and research methods. In which, the author has identified the data analysis method basing on factor analysis model and used regression model to determine the cause and effect relationship of these factors in the theoretical model as proposed.

CHAPTER 4: DATA ANALYSIS

From the theoretical model is proposed in Chapter 2 and the quantitative research method given in Chapter 3; in this chapter, the author will use quantitative techniques to analyze the results from employees surveys information and determine the most important factor affecting to work motivation of those employees.

4.1 Description of model

The survey is made within one month from 01 March 2016 to 30 March 2016. Total questionnaires are issued amounting to 230 questionnaires; the subjects of the questionnaire are the staff in the State administrative apparatus. Total questionnaires received are 217 questionnaires (for convenience). Total numbers of observations used to analyze are 200 survey ballots with full and valid information (after removing the ballots which incompletely answered, answered in wrong way, not answered ...).

4.1.1 Descriptive statistics

Classified by gender

The survey results of 200 employees show that almost a half of surveyed employee is women. Accordingly, 45.5% is ratio of women taking employees survey.

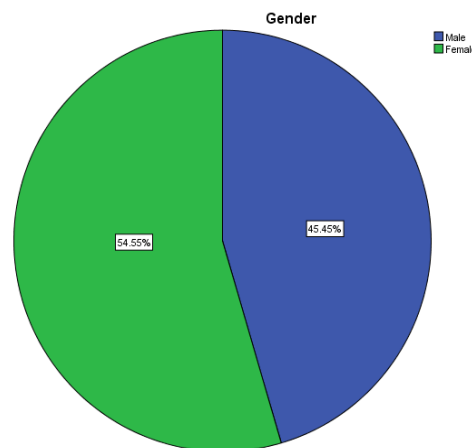


Figure 6: Gender of surveyed employees

Source: The authors analyzes from survey data.

Classified by level

In the survey results, the majority of surveyed employees with university-level or higher is accounted for more than 90%. This shows that the majority of employees are highly qualified

people.

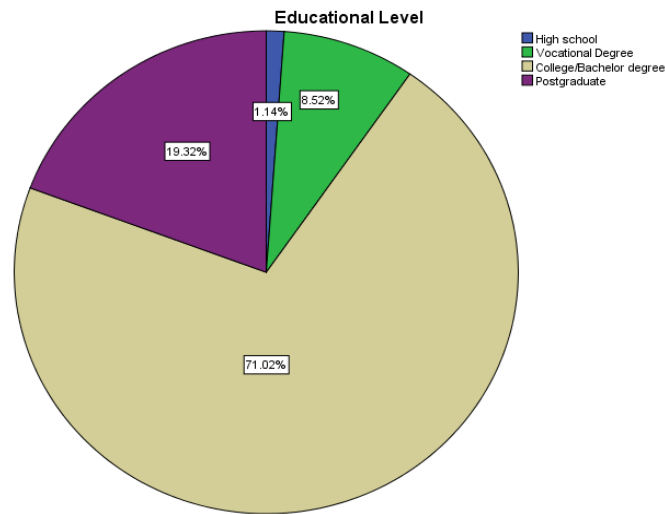


Figure 7: The surveyed employee's education level

Source: The authors analyzes from survey data.

Classified by age

Statistical results from 200 employees show that the majority of respondents are from between the age of 30 to 40. This is the age when personal careers are growing.

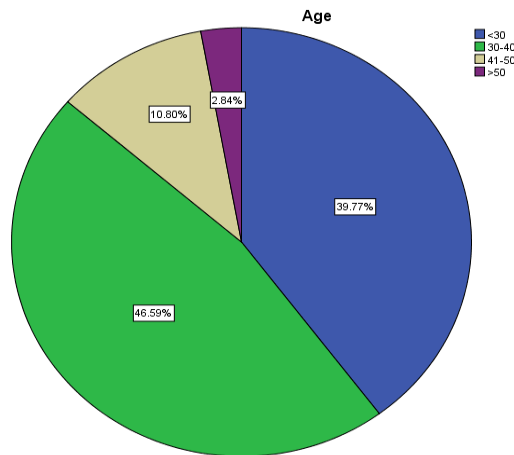


Figure 8: The statistics of employee's age

Source: Survey data

Classified by experience

In terms of working experience, it shows that the majority of survey participants also have experiences, in which employees with working experiences from 4 to 10 years is accounted for the highest percentage. From which, it shows that the respondents have experience at work.

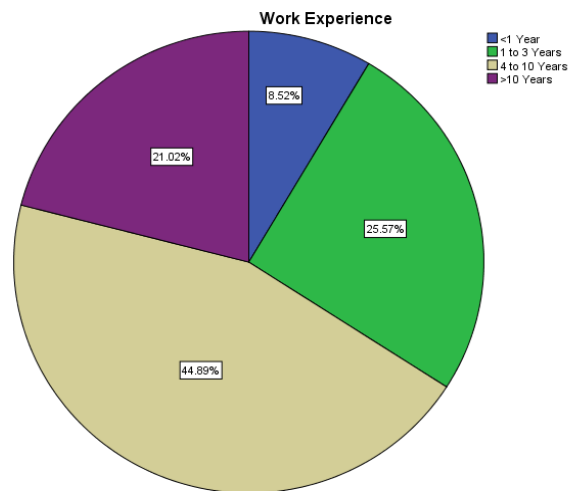


Figure 9: The statistics of working experience

Source: Survey data

Classified by type of work

In terms of type of work, it shows that the majority of survey participants are focused on customer service, planning and interior. Only a few of participant are working as secretary.

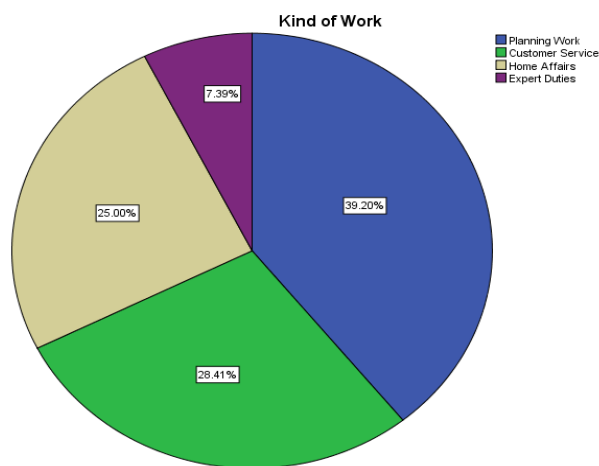


Figure 10: The statistics of type of work

Source: Survey data

4.1.2 An overall assessment of the factors in the model of working motivation of employees

General statistics of the variables affecting to working motivation of employees are shown in Table 9

Accordingly, factor of **Self-actualization needs** has the highest consensus in working

motivation factor of employees, while the proportion of agreeing or more is accounted for 81% of total responses. Factor of **Social needs** and **Self-esteem needs** also achieve high consensus when the ratio of employees choosing option agreeing or more is accounted for over 60% of the replies of the surveyed people.

However, the consensus on factor of **security needs** is at the lowest proportion with the ratio of agreeing only about 50%, but the rate of *disagree* to *Strongly disagree* are less than 10%.

Table 9: Assessment of the individuals for the factors.

Unit: %

Scale	Social Needs	Physical Needs	Security needs	Esteem need	Self-actualization	Motivation
Strongly disagree	1.9%	2.4%	3.6%	1.0%	.8%	.3%
Disagree	9.3%	12.6%	13.0%	7.7%	2.4%	2.7%
Neutral	29.6%	30.2%	32.8%	27.4%	14.4%	9.9%
Agree	43.1%	42.0%	34.9%	40.7%	57.6%	57.7%
Strongly agree	16.1%	12.7%	15.7%	23.3%	24.8%	29.4%

Source: Author's calculations

4.2 Assessment results of scale before analysis of EFA

Performance of analysis of Cronbach's alpha for each scale is to exclude the inconsistent observed variables in describing the concept to be measured. Accordingly, the request is set for coefficient of Cronbach's Alpha in this analysis is to be larger than 0.6, in which, the variables with Corrected - Total Correlation coefficient less than 0.3 will not fit and must be rejected.

Cronbach's Alpha results of factors affecting to the working motivation of employees are presented in Table 10 show that all components of *Social needs*, *Physiological needs*, *Security needs*, *Self-esteem needs*, *Self-actualization needs* has Cronbach's Alpha reliability coefficient to reach standards, allowing exploratory factor analysis (greater than 0.6).

Table 10: Item-Total Statistics

Variables	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
<i>1. Social needs: Cronbach's Alpha 0.867</i>				
SN1	21.68	18,426	.456	.872
SN2	21.61	17,097	.652	.847
SN3	21.40	16,493	.729	.836
SN4	21.84	15,940	.732	.835
SN5	21.76	16,849	.738	.836
SN6	21.77	17,422	.617	.852
SN7	22.02	16,959	.578	.858
<i>2. Physiological needs: Cronbach's Alpha 0.912</i>				
PN1	20.93	21,230	.703	.902
PN2	21.09	21,740	.694	.903
PN3	20.99	20,966	.797	.891
PN4	20.86	21,494	.770	.894
PN5	21.01	21,108	.784	.893
PN6	21.11	22,794	.578	.914
PN7	21.04	21,261	.810	.890
<i>3. Security needs: Cronbach's Alpha 0.875</i>				

Variables	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
SA1	20.81	20,919	.698	.852
SA2	20.61	21,427	.665	.856
SA3	20.60	20,779	.679	.854
SA4	21.06	20,299	.663	.856
SA5	20.43	21,698	.617	.862
SA6	20.88	20,277	.712	.850
SA7	21.03	20,879	.573	.870
<i>4. Self-esteem needs: Cronbach's Alpha 0.922</i>				
EN1	22.41	22,037	0,649	0.92
EN2	22.6	20,745	0.83	0,903
EN3	22.63	20,543	0,823	0,903
EN4	22.73	20,874	0,817	0,904
EN5	22.74	21,563	0,683	0,917
EN6	22.77	20,257	0,746	0,912
EN7	22.71	20.55	0,759	0.91
<i>5. Self-actualization needs: Cronbach's Alpha 0.892</i>				
AN1	24.09	12,460	.740	.872
AN2	24.04	12,198	.766	.868

Variables	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
AN3	24.28	11,736	.716	.874
AN4	24.16	12,664	.706	.875
AN5	24.17	13,125	.613	.885
AN6	24.28	11,873	.665	.881
AN7	24.30	12,049	.661	.881

Source: Author's calculations

Thus, through the results of the assessment of scale before analyzing exploratory factor (EFA) for all the factors that are qualified to perform exploratory factor analysis. When considering the correlation coefficient of each variable - the overall of each measurement variable in total of 35 variables of component measuring observation properties also reaches the standard (greater than standard 0.3) in the next exploratory factor analysis.

Table 11 is assessment of scale of **Work Motivation** , the reliability of this factor shows that Cronbach'sAlpha indicator reaches 0.858, in which, all four measurement observed variables are at correlative standard of overall variable greater than 0.3, the lowest as variable of MO2 at 0635

Table 11: Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
MO1	12.35	3,464	.711	.816
MO2	12.50	3,406	.635	.848
MO3	12.40	3,349	.780	.789

MO4	12.34	3,218	.697	.822
-----	-------	-------	------	------

Source: Author's calculations

Conclusions: The result of testing of Cronbach'S Alpha, the scales with 35 observed variables will be added for factor analysis (EFA). The scales above have reliability coefficient of Cronbach's alpha > 0.6 and Corrected - Total Correlation > 0.3 (lowest MO2 achieves 0.635). Therefore, these scale are eligible for exploratory factor analysis EFA.

4.3. Exploratory Factor Analysis (EFA)

After checking the reliability of the scale before Exploratory Factor Analysis (EFA), 35 observed variables are qualified for the next study process. In which, the author has divided into two phases in EFA analysis, including: Exploratory Factor Analysis for independent factors (including 35 observed variables which measure 7 scales) and Exploratory Factor Analysis for work motivation of employees (measured by four observed variables).

4.3.1 Exploratory Factor Analysis for independent factor

Exploratory Factor Analysis (EFA) is conducted under the principle component with varimax rotation and stops when extracting the eigenvalue factors as 1 for the independent factors affecting to work motivation of employees including **35** observed variables. Results after implementation through **one** time analysis have achieved all the criteria as issued (Table 12). Bartlett's testing results are 4575.768, it shows that between the variables in overall, there is correlation with each other (sig = 0.000 < 0.05), while KMO coefficient = 0.897 > 0.5 proving that factor analysis to gather the variables together is suitable for research data.

Table 12: Statistics of Exploratory Factor Analysis.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.897
Bartlett's Test of Sphericity	Approx. Chi-Square	4575.768
	Df	595
	Sig.	0,000

Source: Author's calculations

According to EFA results stated in Table of Rotated Component Matrix in Table 13, 35

observations of 5 original composition factors become 7 factors. All observed variables have the standardized factor loading, greater than 0.5. With seven factors analyzed in the model, it explains **71.341%** of fluctuations in research data.

Table 13: Rotated Component Matrix

	Component						
	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Factor 7
EN2	.784						
EN4	.774						
EN7	.770						
EN3	.768						
EN6	.746						
EN5	.648						
EN1	.594						
PN7		.817					
PN4		.812					
PN3		.807					
PN1		.780					
PN5		.773					
PN2		.762					
PN6		.574					
AN2			.795				
AN1			.761				

AN3			.742				
AN4			.709				
SN1			.522				
SN5				.840			
SN6				.773			
SN3				.715			
SN4				.713			
SN2				.659			
SN7				.601			
SA6					.799		
SA7					.741		
SA4					.558		
SA5					.534		
SA1						.755	
SA2						.712	
SA3						.527	
AN6							.750
AN7							.723
AN5							.712

Source: Author gathers and calculates from survey data

The first factor includes 7 observed variables from EN1 to EN7 with the content tending to Self-esteem, so this factor is named as *self-esteem needs*.

The second factor includes 7 observed variables from PN1 to PN7 in *Physiological needs*. Therefore, it is named as *Physiological needs*.

The third factor includes 5 observed variables of AN1, AN2, AN3, AN4 and SN1 with its contents tending to Self-actualization needs, so it is named as **Self-actualization in Organization**.

The fourth factor includes 6 observed variables: SN2 to SN7 under the factor of social needs, so it is named as *Social needs*.

The fifth element includes 4 observed variables SA4, SA5, SA6, SA7 tending to the guarantee of finance, health, accident...so, it is named as **Safety**.

The sixth factor includes 3 observed variables of SA1, SA2, SA3 tending to the job stability; therefore, it is named as **Job stabilization**.

The seventh factor includes 3 observed variables of AN5, AN6, AN7 tending to assert themselves in the Organization; therefore, it is named **Self-actualization in Job**.

Thus, in the process of Exploratory Factor Analysis (EFA), the observed variables do not meet the standard of Factor loading > 0.5 will be out of scale of its elements and the subsequent analysis. The model consists of 7 independent factors with 35 observable variables: *Self-esteem needs, Physiological needs, Self-actualization in Organization, Social needs, Safety, Job stabilization, Self-actualization in Job*.

4.3.2 Exploratory Factor Analysis for working motivation of employees

Exploratory Factor Analysis (EFA) is conducted by the method of principal component with varimax rotation and stops when extracting the factors with eigenvalue as one for work motivation factor of employees including 4 observed variables.

Bartlett's testing results show that between the variables in overall, there is correlation with each other (sig = 0.000), while KMO coefficient = 0.813 > 0.5 proving that factor analysis to gather the variables together is suitable for research data.

According to EFA results stated in matrix table in Table 14, all observed variables have the standardized factor loading, greater than 0.5 and there are not any observed variables to be excluded off the factors.

Table 14: Results of Exploratory Factor Analysis.

	Component
--	-----------

	1
MO3	.888
MO1	.844
MO4	.838
MO2	.789
Tests	
KMO	0,813
Bartlett's Test of Sphericity	321.03 0.00

Source: Author gathers and calculates from survey data

4.3.3 The adjusted research hypothesis

From original model with 5 factors impacting to work motivation, author adjust the original hypothesis to fit the results from EFA analysis:

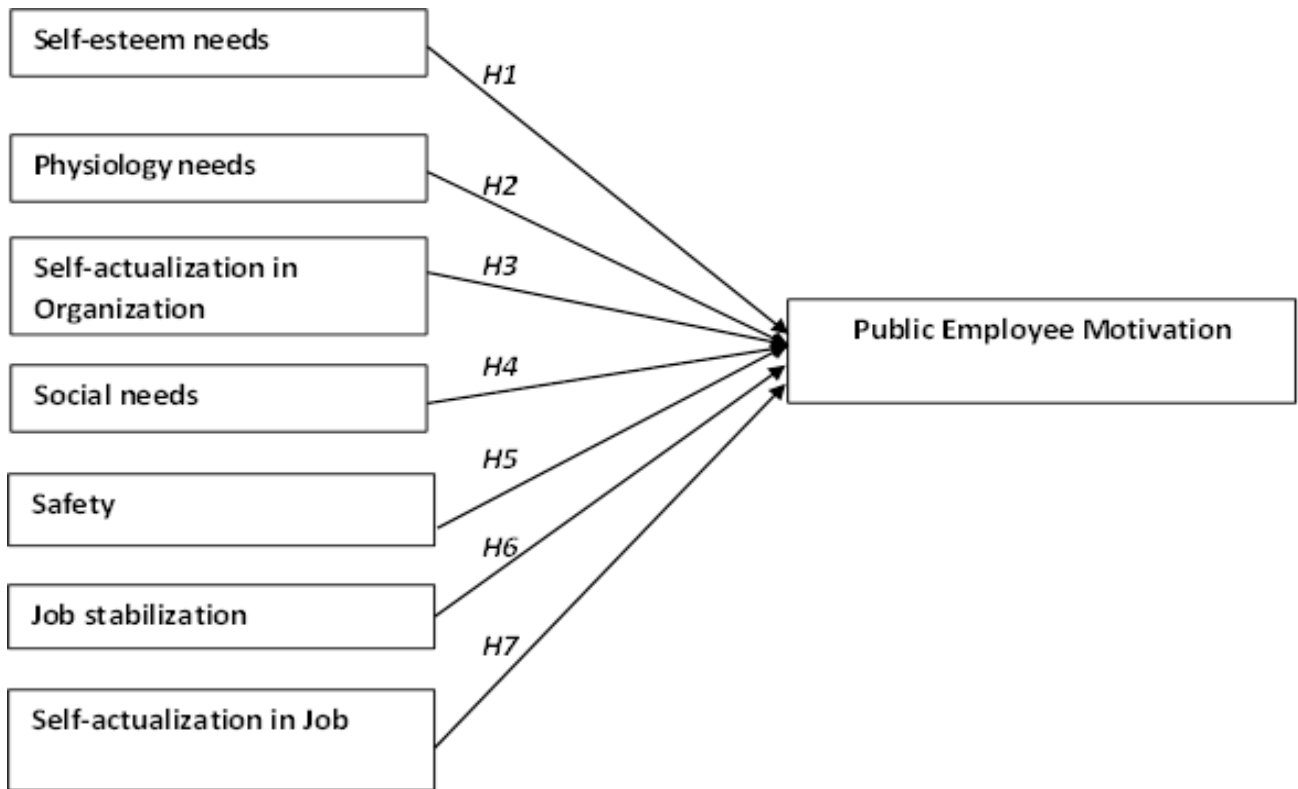


Figure 11: The adjusted research hypothesis

Hypothesis H1: When *Self-esteem needs* are evaluated to be increased or decreased by employee, the working motivation of employees will be increased or decreased accordingly.

Hypothesis H2: When *Physiological needs* are evaluated to be increased or decreased by employee, the working motivation of employees will be increased or decreased accordingly.

Hypothesis H3: When *Self-actualization in Organization* are evaluated to be increased or decreased by employee, the working motivation of employees will be increased or decreased accordingly.

Hypothesis H4: When *Social needs* are evaluated to be increased or decreased by employee, the working motivation of employees will be increased or decreased accordingly.

Hypothesis H5: When *Safety* needs are evaluated to be increased or decreased by employee, the working motivation of employees will be increased or decreased accordingly.

Hypothesis H6: When *Job stabilization* are evaluated to be increased or decreased by employee, the working motivation of employees will be increased or decreased accordingly.

Hypothesis H7: When *Self-actualization in Job* needs are evaluated to be increased or decreased by employee, the working motivation of employees will be increased or decreased accordingly.

4.4 Regression analysis results

4.4.1 Correlation analysis between the factors

To make the premise for the subsequent analysis steps, the author has made the calculated value of correlation between the factors to measure the related concepts. Correlation analysis results shown in table 15, reveal seven factors to have positive correlation with work motivation of employee and statistical significance with 95% of reliability (p-value < 0.05).

Table 15: Correlations

		Self-esteem needs	Physiologic al needs	Self-actualization in Organization	Social need	Safety	Job stabilization	Self-actualization in Job	Motivation
Self-esteem needs	Pearson Correlation	1	.000	.000	.000	.000	.000	.000	.288**
	Sig. (2-tailed)		1,000	1,000	1,000	1,000	1,000	1,000	.000
Physiologic al needs	Pearson Correlation	.000	1	.000	.000	.000	.000	.000	.068
	Sig. (2-tailed)	1,000		1,000	1,000	1,000	1,000	1,000	.368
	N	176	176	176	176	176	176	176	176
Self-actualization in Organization	Pearson Correlation	.000	.000	1	.000	.000	.000	.000	.498**
	Sig. (2-tailed)	1,000	1,000		1,000	1,000	1,000	1,000	.000

n	tailed)								
Social need	Pearson Correlation	.000	.000	.000	1	.000	.000	.000	.147
	Sig. (2-tailed)	1,000	1,000	1,000		1,000	1,000	1,000	.051
Safety	Pearson Correlation	.000	.000	.000	.000	1	.000	.000	.198**
	Sig. (2-tailed)	1,000	1,000	1,000	1,000		1,000	1,000	.009
Job stabilization	Pearson Correlation	.000	.000	.000	.000	.000	1	.000	.258**
	Sig. (2-tailed)	1,000	1,000	1,000	1,000	1,000		1,000	.001
Self-actualization in Job	Pearson Correlation	.000	.000	.000	.000	.000	.000	1	.431**
	Sig. (2-tailed)	1,000	1,000	1,000	1,000	1,000	1,000		.000
Motivation	Pearson Correlation	.288**	.068	.498**	.147	.198*	.258**	.431**	1
	Sig. (2-tailed)	.000	.368	.000	.051	.009	.001	.000	

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Author gathers and calculates from survey data

Before testing research results from multivariate regression analysis, mutual relationships between variables in the model should also be considered.

To consider the relationship between the dependent variable and independent variables in the model, we shall use correlation coefficients (Pearson). The correlation coefficient is not 0 and the level of significance of Sig. 2-tailed test less than 0.05, the concepts are related to each other.

Positive correlation coefficient expresses the same-direction relationship, the greater correlation coefficient is, the closer its relationships are. From the result of research (Table 15), it shows the relationship between the independent variables and dependent variables with the working motivation of staff, in which, the most strongly correlated variable is Self-actualization in organization (0.498, Sig < 0.05) followed by the variable of Self-actualization in job (0.43, Sig < 0.05), Self-esteem needs (0.288, Sig < 0.05).

Through that, the correlation between independent variables and dependent variable is meaningful statistically because of signification from the table 15 (sig. =0.00). We can conclude that the independent variables are correlated with the dependent variables or the variables in the model are suitable put into running the regression model to explain the change of "motivation" dependent variables. Therefore, we can conclude that *the measuring model fits to the theory*.

4.4.2 Regression analysis between the factors

Regression results shown in the criteria table evaluate, the consistent level of model showing adjusted R^2 is 0.634, it means to be suitable to the linear regression model as built. The results show that the model can explain **63.4%** of fluctuation of variable of work motivation of employees or fitness to the data set to level of 63.4% of observations in overall data. The rest is explained by other factors.

Table 16: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.805 ^a	.649	.634	.60484791	1.954

Source: The author calculates from survey results

Coefficient of Durbin - Watson is 1.9 ($1 < 1.9 < 3$), therefore, we can conclude that there is not autocorrelation of first-level chain in the model. So, the pattern is not violated when using multiple linear regression method.

Table 17: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	113,539	7	16,220	44,336	.000 ^b
Residual	61,461	168	.366		
Total	175,000	175			

Source: Author gathers and calculates from survey data

F test used in the Table testing the suitable level of the model is the hypothesis about the appropriate level of overall linear regression models. The idea of this test depends on the linear relationship between the variables and the dependent variables. In this table, we can see that Sig. value is very small (Sig. = 0.000), therefore, the regression model matches to the data set and can be used.

4.4.3 Factor result analysis of influence factors

With 1% of significant level, the experimental results also show that all variables have a positive influence with the statistical significance to the work motivation of the employee excepted physiological needs variable (sig. = 13.7%). The results show that the factors with standardized Beta coefficient are positive (> 0), therefore the study factors have the same-direction impact onto the work motivation of the employee, this confirms the hypotheses raised in the research model is accepted and calibrated accordingly.

Table 18: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-5.665E-17	.046		.000	1,000		

Self-esteem needs	.288	.046	.288	6,298	.000	1,000	1,000
Physicology needs	.068	.046	.068	1,493	.137	1,000	1,000
Self-actualization in Organization	.498	.046	.498	10,889	.000	1,000	1,000
Social needs	.147	.046	.147	3,221	.002	1,000	1,000
Safety	.198	.046	.198	4,320	.000	1,000	1,000
Job stabilization	.258	.046	.258	5,645	.000	1,000	1,000
Self-actualization in Job	.431	.046	.431	9,433	.000	1,000	1,000

Source: Author gathers and calculates from survey data

With results from regression models, we can rewrite the standardized estimated regression equation.

Motivation = 0.29 Self-esteem needs + 0.068 Physiological needs + 0.498 Self-actualization in Organization + 0.147 Social needs + 0.198 Safety + 0.258 Job stabilization + 0.431 Self-actualization in Job

Testing the hypothesis of regression models

In OLS regression models, the main hypothesis should satisfy that the thesis has test including:

Multicollinearity: The estimated model of variance inflation factor is smaller than 10, therefore, it do not occur multicollinearity phenomenon in the model.

Endogenous issues and linear assumptions: The graph represents the value predicted to

standardized under the standardized residual part, it shows the random dispersion. Therefore, the assumption of linear contact is not violated.

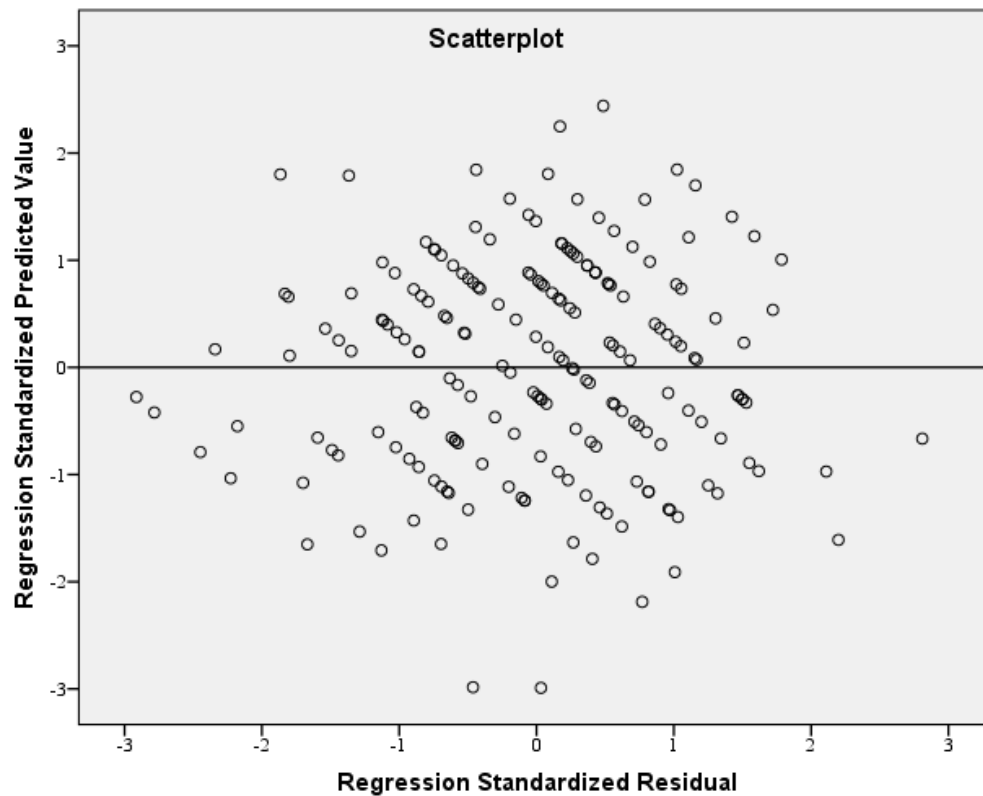


Figure 12: The distributed graph of the standardized residual part

Source: Author gathers and calculates from survey data

Assuming residual part:

Frequency graph (Histogram) in Figure 13 of the standardized residual part is a standardized distribution curve located to overlap the graph of frequency, distribution of residual part is approximately standardized (Mean = 0.00 and standard deviation Std. Dev.=0.987 nearly to 1). So, we can conclude that the standardized distribution hypothesis does not violate.

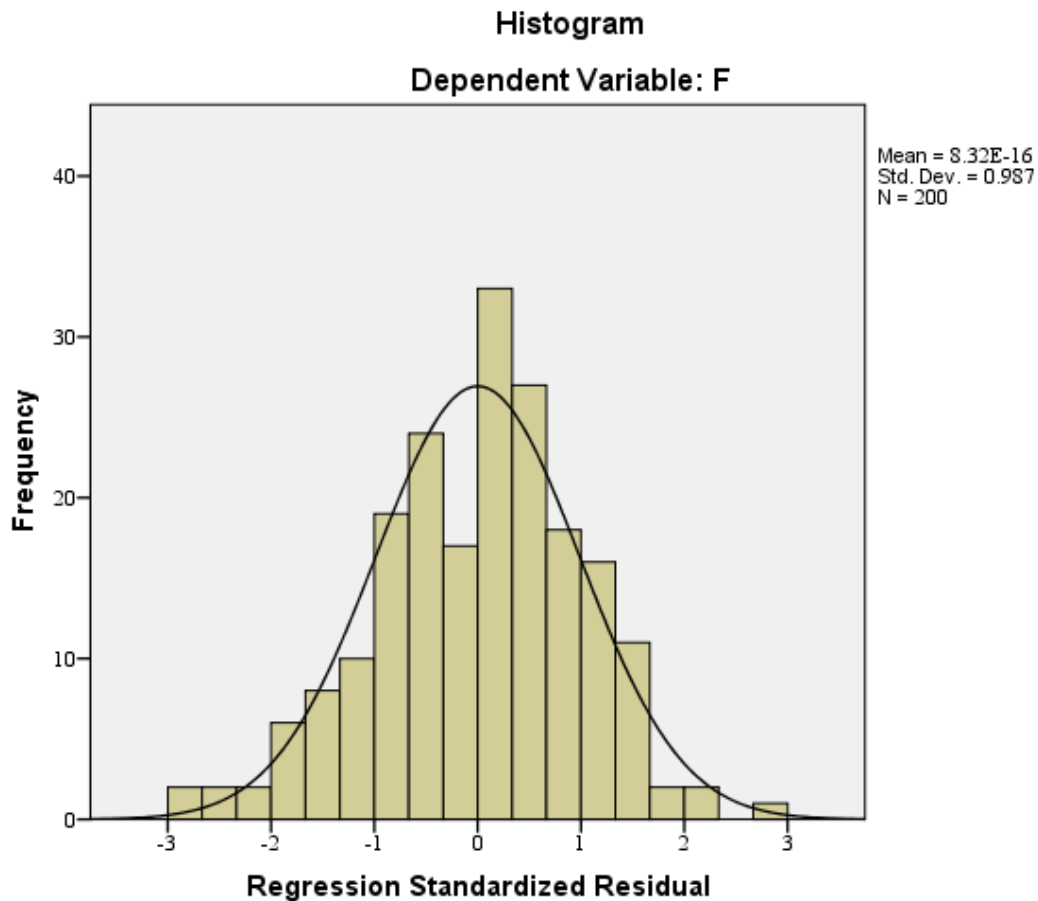


Figure 13: Frequency graph of the standardized parts

Source: Author gathers and calculates from survey data

The Q-Q Plot graph of the residual Figure 14, the residual part of the observation point focus observe with the expected path, so the residue standard form joint distribution and distribution requirements of the standard.

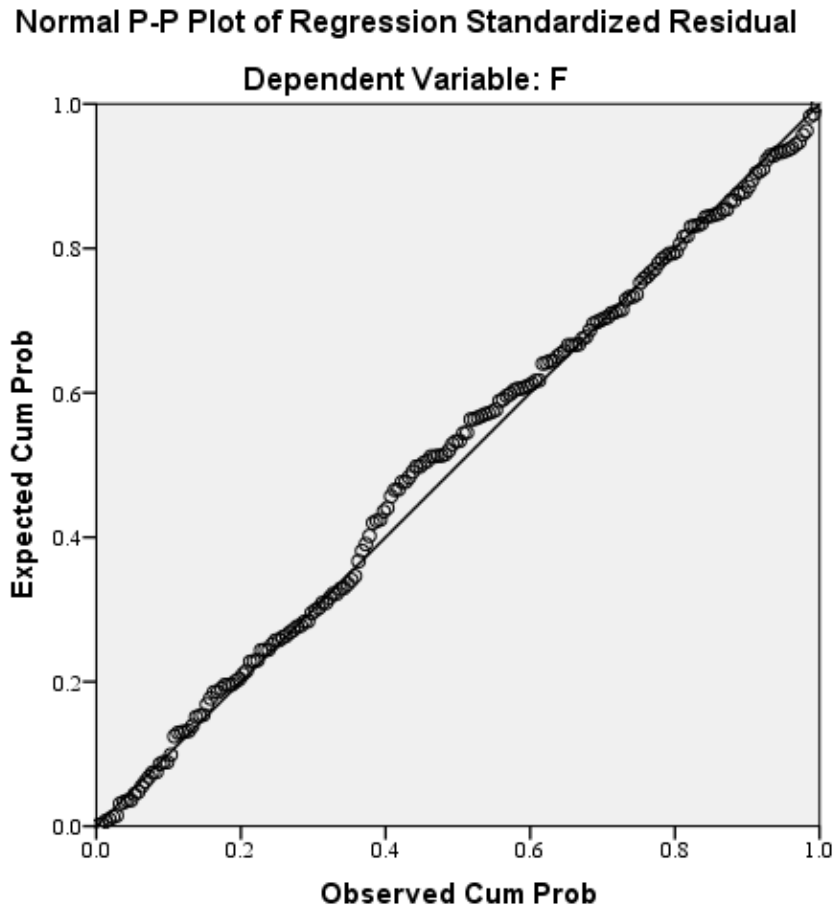


Figure 14: The Q-Q Plot graph of remainders

Source: Author gathers and calculates from survey data

4.5 Testing the hypothesis

From the results of regression models, the author has made the research hypothesis test as set out in the article:

Hypothesis H1: When *Self-esteem needs* are evaluated to be increased or decreased by employee, the working motivation of employees will be increased or decreased accordingly. Results from the regression model show the impact of *Self-esteem needs* to the work motivation of employees as 0.29 with the level of significance of 1%. This proves that *Self-esteem needs* has a positive impact over the employee's work motivation.

Hypothesis H2: Results from the regression model show the impact of *Physiological needs* to work motivation of employees as 0.068 with the meaningful level as 13.7%. This proves that *Physiological needs* has no impact over the employee's work motivation.

Hypothesis H3: When *Self-actualization in Organization* are evaluated to be increased or decreased by employee, the working motivation of employees will be increased or decreased accordingly. Results from the regression model show the impact of *Self-actualization in Organization* to work motivation of employees is 0.5 with meaningful level of 1%. This proves that *Self-actualization in Organization* has a positive impact over the employee's work motivation.

Hypothesis H4: When *Social needs* are evaluated to be increased or decreased by employee, the working motivation of employees will be increased or decreased accordingly. Results from the regression model show the impact of *Social needs* to motivation of employees is 0.15 with the meaningful level of 1%. This proves that *Social needs* have positive effects over the employee's work motivation.

Hypothesis H5: When *Safety* needs are evaluated to be increased or decreased by employee, the working motivation of employees will be increased or decreased accordingly. Results from the regression model show the impact of *Safety* to work motivation of employees is 0.2 with meaningful level of 1%. This proves that *Safety* has a positive impact over the employee's work motivation.

Hypothesis H6: When *Job stabilization* are evaluated to be increased or decreased by employee, the working motivation of employees will be increased or decreased accordingly. Results from the regression model show the impact of *Job stabilization* to work motivation of employees as 0.258 with meaningful level of 1%. This proves that *Job stabilization* has the positive effects over the employee's work motivation.

Hypothesis H7: When *Self-actualization in Job* needs are evaluated to be increased or decreased by employee, the working motivation of employees will be increased or decreased accordingly. Results from the regression model show the impact of *Self-actualization in Job* to work motivation of employee is 0.43 with meaningful level of 1%. This proves that *Self-actualization in Job* has a positive impact over the employee's work motivation.

Table 19: The inspection of results of the factors affecting to the working motivation

Research Hypothesis Speech		Expectation	Standardized coefficient	P value	Inspection results
H1	Hypothesis H1: When self-esteem needs are evaluated to be increased or decreased by	Positive	0.29***	0.00	Accept

	employee, the working motivation of employees will be increased or decreased accordingly.				
H2	Hypothesis H2: When Physiological needs are evaluated to be increased or decreased by employee, the working motivation of employees will be increased or decreased accordingly.	Positive	0,068	0.13	Rejected
H3	Hypothesis H3: When Self-actualization in Organization are evaluated to be increased or decreased by employee, the working motivation of employees will be increased or decreased accordingly.	Positive	0.5***	0.00	Accept
H4	Hypothesis H4: When social needs are evaluated to be increased or decreased by employee, the working motivation of employees will be increased or decreased accordingly.	Positive	0.15***	0.00	Accept
H5	Hypothesis H5: When Safety needs are evaluated to be increased or decreased by employee, the working motivation of employees will be increased or decreased accordingly.	Positive	0.2***	0.00	Accept
H6	Hypothesis H6: When Job stabilization needs are evaluated to be increased or decreased by employee, the working motivation of employees will be increased or decreased accordingly.	Positive	0,258***	0.00	Accept
H7	Hypothesis H7: When Self-actualization in Job needs are evaluated to be increased or	Positive	0.43***	0.00	Accept

	decreased by employee, the working motivation of employees will be increased or decreased accordingly.				
--	--	--	--	--	--

*Note: *indicates $P < 10\%$, ** indicates $P < 5\%$, *** indicates $P < 1\%$.*

Source: Author gathers and calculates from survey data

Therefore, it shows that seven factors have a positive impact on work motivation of employees with relatively high impacting factor, of which the largest is the impact of the factor of **Self-actualization in Organization**.

With seven factors of impact built from theory model, the author has affirmed the influence of the hypotheses (H1, H3, H4, H5, H6, H7) from the research model, by which, all the factors in the model have the covariate influence to work motivation of individual employees except **physiological needs**. According to the estimated value of standardized influence, it shows that factor of **Self-actualization in Organization** has the strongest influence with statistical significance to the work motivation of the employee.

4.6 Discussion

From the results of regression model estimate, it shows that the self-actualization factor is most important for the work motivation of the employee in public sector. In particular, factor of self-actualization is separated into two aspects: Organization and Job. In more detail, when employees decide to work in the public sector, they look forward to contributing to society (Md, H. R. et al, 2014). Therefore, they will make every effort to complete their works, thereby, expressing themselves in the best way. Hence, the self-actualization factor can create ability to help employees to have many opportunities to be promoted to a higher position. Finally, the results of this study are consistent with the results of the preceded researches as stressing to the impact of actualization factor to the motivation of the employees (Al-Aufi et al, 2014).

The remaining factors are: Self-esteem, Job stabilization, Safety, Social needs also have the positive impact to the positive motivation of employees. This is perfectly reasonable in practice of feature of Ho Chi Minh City to day. These results are also consistent with the previous researches in the world (such as Al-Aufi et al (2014), Md, H. R, et al (2014) and Song et al (2007)) and Vietnam (such as Truong (2011))

The statistics provide an extremely special result which identifies that Physiological needs factor hardly impact on employee's motivation. While salary and bonus are almost prescribed by

law, low salaries and poor welfare are characteristic of the public sector in Vietnam. Obviously, instead of finding out a work with higher salary, employees choose public sectors for many reasons excepting for money reason. Furthermore, we can understand that the physiological needs are satisfied so that it is no longer effects of motivation to work of employees. That may be because Ho Chi Minh City's economy is growing in recently; material life of the people is increasing more and more. There is no doubt that salary and bonus are not main motivation of public employees in Ho Chi Minh City. So, Physiological needs factor is no longer as most prerequisite and important in public sector in Ho Chi Minh City.

Therefore, in Vietnam, the application of Maslow's models as well as Nevis's is needed to re-adjust to fit to the cultural environment as well as the basic characteristic in Vietnam, in particular in Ho Chi Minh City.

CHAPTER 5: CONCLUSION AND RECOMMENDATION

5.1 Conclusions

The working motivation plays an important role influencing the efficiency to any administrative organizations; therefore, the having and creating working motivation should always be a priority for any organization. It is considered as one of the important functions of the managers, as a prerequisite for working efficiency and competitiveness ability of the organization, whether it is a public or private organization. For any other country, civil servants are very primary to operate State department. Dynamics affects to the performance of individuals and organizations. This is always true for any organization, having civil servants no work motivation, it will negatively affect to the performance of State agencies and have a negative impact on society, to citizen - the object is served by the State agencies. Therefore, the study on the factors affecting to the working motivation of civil servants has a very important role.

Based on the previously studied theories of the world and Vietnam, the author has suggested the proposed research model including 5 factors that affect to the working motivation of the public servants including “Social need”, “Physiological needs - "Safety need" – “Self-actualization in Job”; “Self-esteem needs” sorted by level of the most important level to the least important level. However, according to the results of EFA, we can draw seven groups of factors that affect to working motivation, named as: “self-actualization in Organization”; “Self-actualization in Job”; “Self-esteem needs”; “Job stabilization”; “Safety”, “Social need”, “Physiological needs”. In which, "self-actualization in Organization" and "Self-actualization in Job" are two elements with the most powerful factors to working motivation. The impact of other factors is descended in the order as follows: “Self-esteem needs”; “Job stabilization”; “Safety”, “Social need”. The independent variables have the direction effect to the dependent variables.

The study of authors as being adjusted Maslow's original model is applied to the real situation in Vietnam in accordance with the previous studies such as: Al-Aufi et al . (2014); Md, H. R. et al (2014); etc. It is due to cultural differences as well as the study area.

5.2 Recommendations

In the context of the socio-economic situation of the public sector in Ho Chi Minh City, in order to improve the operational effectiveness of public sector, the promotion of the working motivation of public employees is extremely important. Therefore, the leaders must focus on the factors that impact on the working motivation of the employees. According to research results, the

leaders must concern, create conditions to promote the motivational elements from the most influential factors to the least influential factors. Accordingly, the author has a number of specific recommendations for the management and public organization as follows:

Firstly, because two most important factors are “self-actualization in Organization” and “Self-actualization in Job”; therefore, they must be prioritized to be developed. In order do so, public organizations are strongly advise to review the current status of the current job layout to rearrange "right person, right job", namely as two following contents:

- Job Description: specific description of each title with what responsibility, competence, right and relationships in implementing the job, employee evaluation standard and working conditions.
- Capacity requirements: specific requirements for employees on the professional level, skills.

This aims to have a clear description on the powers and responsibilities of each position that the employees undertakes to limit the phenomenon of overlap of functions and tasks. The employees will know clearly their obligations and jurisdictions in deciding. This is especially meaningful to reduce the unnecessary meetings.

Besides, career development and promotion are two practical needs of any people working in State administrative agencies, because the promotion creates opportunities for personal development, increases the prestige, status as well as their power. Creating the promotion opportunities for employees helps them to assert and express themselves, realize many new opportunities for career development and getting on with the organization, consciously strive and give more efforts in the enforcement of the public services. Therefore, transparencies of promotion path for everyone together with clearly setting out for all individuals are required for any public organization. As desired so, public organizations should clearly define policy on the promotion, guarantee the promotion to be based on competence, efficiency and ensuring fairness, equality in the access to opportunities for promotion. If this is done well, it will increase the working motivation for public servants, and as the basis for attracting, retaining the skilled people to come and work with the organization.

In addition, public organizations should build up long-term plans for employment development such as training the long-term or short-term courses to enhance knowledge and professional expertise for the employee. On the other hand, the nature of work in public sectors is to provide public services to the people. Thus, for public servants, the moral issue must be taken

carefully and diligently. Therefore, the manager should organize the advocacy sessions, foster ideas and professional ethics for employees to enhance the sense of social responsibility which they are implementing.

Secondly, "Factor of Self-esteem needs". To enhance this factor, the leaders should concern, listen and respect the opinions of employees, through which, when employees feel themselves to be confident, to be respected, they will strive to complete the mission in a as-good-as-possible way. To do so, the leaders must have a skill; it is the art of management, the art of communication. Therefore, public organization should organize classes delivering the soft skills such as communication skills. Today, in many public agencies in Vietnam, this factor has not been viewed; thus, it has not yet fulfilled the creative abilities of employees. Hence, in the coming period, the public organizations must be really interested in promoting factor of "Self-esteem needs" to strengthen the working capacity.

Thirdly, two factors of "Job stabilization"; "Safety" are related to the stability of the work as well as the guarantees of the rights of the public organization for employees. With respect to this factor, we must strengthen the role of building trade union, essentially as protecting the rights of employees. In particular, the trade union should organize to learn to equip for employees with the skills of critical thinking skills to challenge the old habits which has existed for a long time in the public sectors.

Fourthly, the factor of "*social need* " related to the relationship between colleagues and leaders. Construction of organizational culture can be considered as a solution to help the employees to be sticker together. If the public organization builds a well cultural atmosphere, it will achieve some positive achievements such as: there is the united spirit of collective, implementing the work more easily, working with a fun and enthusiastic spirit, the employees are interested in each other both at work and in life. At the same time, the agency should form the Working Group to encourage the spirit of cooperation between the employees.

Fifthly, factor of "Physiological needs" is the no impacting factor to the working motivation of the staff, the basic salary as specified in the law... This is depending on public policy from government more than organization's policy.

5.3 Limitation and further research

There are some certain limitations of the thesis which can be illustrated:

The first one is that the thesis has not considered fully all factors which can effect on

motivation of public employees because motivation is impacted by plenty of factors. Choosing which group of factors belongs to the viewpoint of researchers. This thesis considers the need-group based the previous researches in the context of Ho Chi Minh City. However, exploiting motivation issue merely based on theory of Maslow about different needs of employees is not enough. For future researches, motivation should be researched in more detail and in wider factors.

The second one is that the quantity of public employees surveyed should be increased. Within the limit of space and time, the thesis can only carry out research with 200 civil servants in Ho Chi Minh City. However, such quantity does not completely reflect the truthful results. For next researches, the expansion of the sample should be considered.

Besides, the scope of the study and the object of the survey are limited in Ho Chi Minh City. This implies that next researches should concern to widen quantity of public employees in different area in Vietnam aimed to give conclusion appropriately.

The next issue should be considered is that the assessment of the research results that have not been done in detail. For instant, culture can be found as a critical factor impacting need-factors of employees and creating difference in research result compared with those of Nevis although there is the relative similarity between Vietnam culture and Chinese. This should be studied further.

Finally, using SPSS in statistical survey results is one of many methods. Forward studies should apply different model including CFA and SEM for the analysis and testing factors affecting to motivation of public employees that the thesis has not mentioned.

References

- Adams, J.S. (1965). Inequity in social exchange. *Advances in experimental social psychology*, 2, 267-299. New York: Academic Press.
- Al-Aufi, A., & Khulood, A. A. (2014). Assessing work motivation for academic librarians in oman. *Library Management*, 35(3), 199-212. doi:<http://dx.doi.org/10.1108/LM-03-2013-0020>
- Anderson, J. C., & Gerbing, D. W. (1984). The effect of sampling error on convergence, improper solutions, and goodness-of-fit indices for maximum likelihood confirmatory factor analysis. *Psychometrika*, 49(2), 155-173.
- Buelens, M., & Van, d. B. (2007). An analysis of differences in work motivation between public and private sector organizations. *Public Administration Review*, 67(1), 65-74. Retrieved from <http://search.proquest.com/docview/197174625?accountid=63189>
- Camilleri, E. (2007). Antecedents affecting public service motivation. *Personnel Review*, 36(3), 356-377. doi:<http://dx.doi.org/10.1108/00483480710731329>
- Denibutun, S.Revda (2012), Work Motivation: Theoretical Framework, *Journal on GSTF Business Review*, Vol.1, No.4, pp.133-139.
- Freeman, D. B. (1996). Doi moi policy and the small-enterprise boom in ho chi minh city, vietnam. *Geographical Review*, 86(2), 178-197. Retrieved from <http://search.proquest.com/docview/225339923?accountid=63189>
- Gambrel, P. A., & Cianci, R. (2003). Maslow's hierarchy of needs: Does it apply in A collectivist culture. *Journal of Applied Management and Entrepreneurship*, 8(2), 143-161. Retrieved from <http://search.proquest.com/docview/203916225?accountid=63189>
- Hair, J.F. Jr. , Anderson, R.E., Tatham, R.L., & Black, W.C. (1998). *Multivariate Data Analysis*, (5 Edition). Upper Saddle River, NJ: Prentice Hall.
- Herzberg, F. (1959). *The motivation to work*. New York: Wiley.
- Hoang Trong, Chu Nguyen Mong Ngoc (2008), *Data analysis by SPSS*, Hồng Đức Publishers, Hochiminhcity
- Jackson, T., & Bak, M. (1998). Foreign companies and Chinese workers: Employee motivation in the people's republic of china. *Journal of Organizational Change Management*, 11(4), 282-300. Retrieved from <http://search.proquest.com/docview/197602859?accountid=63189>
- Kim, S., & Vandenabeele, W. (2010). A Strategy for Building Public Service Motivation Research Internationally. *Public Administration Review*, 70(5), 701-709. <http://dx.doi.org/10.1111/j.1540-6210.2010.02198.x>
- Kleinginna, P., & Kleinginna, A. (1981). A categorized list of emotion definitions, with suggestions for a consensual definition. *Motivation And Emotion*, 5(4), 345-379. <http://dx.doi.org/10.1007/bf00992553>
- Liu, B., Tang, N., & Zhu, X. (2008). Public service motivation and job satisfaction in china. *International Journal of Manpower*, 29(8), 684-699. doi:<http://dx.doi.org/10.1108/01437720810919297>
- Locke, E. A., & Latham, G. P. (1990). *A theory of goal setting and task performance*. Englewood Cliffs, NJ: Prentice Hall

- Locke, E., Cartledge, N., & Koeppel, J. (1968). Motivational effects of knowledge of results: A goal-setting phenomenon?. *Psychological Bulletin*, 70(6, Pt.1), 474-485.
<http://dx.doi.org/10.1037/h0026737>
- Maslow, Abraham H. (1943), A Theory of Human Motivation, *Psychological Review*, Vol. 50, No.4, pp.370 - 396.
- Md, H. R., & Nurullah, S. M. (2014). Motivational need hierarchy of employees in public and private commercial banks. *Central European Business Review*, 3(2), 44-53. Retrieved from <http://search.proquest.com/docview/1647600116?accountid=63189>
- Nevis, E. (1983), Cultural assumptions and productivity: the United States and China, *Sloan Management Review*, Vol. 24, pp. 17-29.
- Nunnally, J. C., & Bernstein, I. H. (1994). Elements of statistical description and estimation. *Psychometric Theory 3 Edition (Edited by: Nunnally JC, Bernstein IH)*.
- Perry, J., & Wise, L. (1990). The Motivational Bases of Public Service. *Public Administration Review*, 50(3), 367. <http://dx.doi.org/10.2307/976618>
- Pinder, C. C. (1998). *Motivation in work organizations*. Upper Saddle River, NJ: Prentice Hall
- Re'em, Yair (2010), Motivating Public Sector Employees: An Application - Oriented Analysis of Possibilities and Practical Tools, *Hertie School of Governance - Working Papers*, (No. 61, July 2011), pp. 1 - 50
- Song, L., Wang, Y., & Wei, J. (2007). Revisiting motivation preference within the Chinese context: an empirical study. *Chinese Management Studies*, 1(1), 25-41.
<http://dx.doi.org/10.1108/17506140710735445>
- The Resolution No. 30c /NQ-CP (2011). The overall program of state administrative reform in 2011-2020 of Vietnam
- Truong Minh Duc (2011), Applying quantitative models to assess motivation of employees in Ericsson Vietnam Company Ltd., *Tạp chí Khoa học ĐHQGHN, Kinh tế và Kinh Doanh*.
- Wright, B. E. (2007). Public service and motivation: Does mission matter? *Public Administration Review*, 67(1), 54-64. Retrieved from <http://search.proquest.com/docview/197173816?accountid=63189>

Appendix

QUESTIONNAIRE (English version)

My name is Tang Minh Tri, currently a student of the program “Master of Public Administration” of the International School of Business - University of Economics Ho Chi Minh City associated with University of Tampere, Finland. To examine perception of the public sector employees about the key features of work motivation, it would be grateful if you spend your free time to conduct the survey below. Please answer freely as there is no right or wrong answer. With this survey, you will help us complete the paper and offer the organization an opportunity to improve its human resource management. In case there are any questions about this questionnaire, please do not hesitate to contact the author by email tangminhtri_dpi@yahoo.com

A. SURVEY CONTENT

The following questionnaire comprises thirty nine questions.

Please indicate how you think on the following statements by circle in the appropriate box:

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

	Items	Level of Agreement				
Social needs						
1	I feel that a sense of belonging the workplace is important	1	2	3	4	5
2	There is mutual trust between my boss and me at work	1	2	3	4	5
3	The organization encourages me to form good relationships with my	1	2	3	4	5

	colleagues at work					
4	The organization appreciates and sympathizes with the emergent social conditions of employees	1	2	3	4	5
5	The organization attempts to strengthen the principles of trust and cooperation between employees	1	2	3	4	5
6	The organization encourages employees to work on teams	1	2	3	4	5
7	The organization supports social activities beyond working hours	1	2	3	4	5
Physiological needs						
8	Office tools and stationery have to be sufficiently available in offices and other work places	1	2	3	4	5
9	Modern technological equipment is sufficiently available at my work Environment	1	2	3	4	5
10	My work environment is comfortable for performing my duties	1	2	3	4	5
11	Other features for comfortable work environment such as ventilation, lighting, air conditioning, furniture and other means are sufficiently available	1	2	3	4	5
12	The organization management pays enough attention to the work environment	1	2	3	4	5
13	There are convenient and reasonable food facilities services in or near by the organization	1	2	3	4	5
14	Work space is appropriate	1	2	3	4	5
Security needs						
15	I must feel safe in my job	1	2	3	4	5
16	I feel peaceful and reassured every time I go to my work	1	2	3	4	5

17	My current work strengthens my professional future	1	2	3	4	5
18	My employer gives me financial incentives for the additional work that I do	1	2	3	4	5
19	My employer grants me health insurance	1	2	3	4	5
20	I am covered against work risks and accidents	1	2	3	4	5
21	My employer offers housing loans to employees	1	2	3	4	5
Self-esteem needs						
22	My colleagues' good treatment enhances my performance at work	1	2	3	4	5
23	There is appreciation and mutual respect between employees and their bosses at work	1	2	3	4	5
24	My boss appreciates the effort and loyalty to work	1	2	3	4	5
25	The authorities I am given at work are appropriate and help me do my work	1	2	3	4	5
26	I feel satisfied about my Job Title	1	2	3	4	5
27	The organization rewards achieving employees (e.g. promotional allowances, medals, certificates, etc.)	1	2	3	4	5
28	The organization runs an annual congregation for honoring the employee of the year	1	2	3	4	5
Self-actualization needs						
29	I consistently attempt to help achieve the organization goals	1	2	3	4	5
30	I consistently attempt to employ my skills in my job properly	1	2	3	4	5
31	I feel proud and honored for the work I am doing	1	2	3	4	5

32	I constantly search for new in my field to learn	1	2	3	4	5
33	I always achieve my duties in the right time	1	2	3	4	5
34	My qualifications fit appropriately with the nature of my work I do in the organization	1	2	3	4	5
35	I have confidence on making decisions independently	1	2	3	4	5
Public Employee Motivation						
36	I put forth my best effort to get my job done regardless of the difficulties.	1	2	3	4	5
37	It has been hard for me to get very involved in my current job. (R)	1	2	3	4	5
38	I probably do not work as hard as others who do the same type of work. (R)	1	2	3	4	5
39	Time seems to drag while I am on the job. (R)	1	2	3	4	5

B. GENERAL INFORMATION

Gender Male ☐ Female ☐

Age

Under 30 ☐ From 31 to 40 ☐

From 41 to 50 ☐ Above 50 ☐

Educational Level

High school ☐ Vocational Degree ☐

College/Bachelor degree ☐ Postgraduate ☐

How long have you worked for the organization?

Less than 1 year ☐ From 1 to 3 years ☐

From 4 to 10 years ☐ Over 10 years ☐

Which kind of work you are mainly doing?

Planning work ☐ Customer service ☐

Home affairs ☐ Expert duties ☐

Thank you for your assistance in completing this questionnaire./.